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## ABSTRACT

This curriculum guide was developed as a resource for teachers to help students gain experience in and understanding of all aspects of the industry they are preparing to enter. It is designed to allow instructors to integrate knowledge of "All Aspects of the Industry" (AAOI), as mandated by the Carl D. Perkins Vocational Education Act of 1990, into existing vocational education programs in various fields. The foundation of this curriculum guide is nine competencies, each of which is divided into a number of objectives. For each objective, there are discussion and example sections that provide a basic orientation to key concepts. For each objective the guide suggests several activities that reinforce the content and allow teachers to integrate AAOI instruction with other content and provides notes to the teacher suggesting ways to customize the activities. The nine AAOI competencies are the following: (1) how industry plans; (2) how industry is managed; (3) how industry handles capital and finances; (4) important technical and production skills; (5) important industry principles of technology; (6) important industry labor issues; (7) important community issues; (8) health, safety, and environmental issues; and (9) important aspects of personal conduct in industry. An objective test (question test bank) with an answer key is provided. (KC)

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# AAOI

All Aspects  
of  
the  
Industry

SUPPLEMENTARY  
INSTRUCTIONAL MODULES



INSTRUCTIONAL MATERIALS LABORATORY • UNIVERSITY OF MISSOURI-COLUMBIA

Supplementary Training Modules  
**All Aspects of the Industry**

Catalog Number: 65-9000-I

August 1994

## **Preface**

The Carl D. Perkins Act of 1990 requires that vocational education programs provide a strong experience in and understanding of "all aspects of the industry" which students are preparing to enter. These aspects are to include the areas of business planning, management, finance, technical and production skills, underlying principles of technology, labor and community issues, and health/safety/environment.

During FY 1993, a project was funded to determine the specific competencies that should be taught under "all aspects of the industry." In 1994, work was done to design and develop instructional modules for the classroom that will incorporate these competencies for preparing students for the world of work.

The following material is designed to be this educational resource.

INSTRUCTIONAL MATERIALS LABORATORY



The activity which is the subject of this report was supported in whole or part by funds from the Department of Elementary and Secondary Education, Division of Vocational and Adult Education. However, the opinions expressed herein do not necessarily reflect the position or policies of the Missouri Department of Elementary and Secondary Education of the Division of Vocational and Adult Education, and no official endorsement should be inferred.

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## Acknowledgments

Recognition should be given to the members of Missouri education and industry who provided their insight and valuable time in developing this material.

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## Foreword

The Carl D. Perkins Vocational and Applied Technology Education Act of 1990 (P.L. 101-392) requires vocational educational programs provide strong experience in and understanding of "all aspects of the industry" students are preparing to enter. These aspects should include at least the areas of planning, management, finances, technical and production skills, underlying principles of technology, labor and community issues, health and safety, and environmental issues.

During fiscal year 1992, in preparation for the State Plan for Vocational Education, the Department of Elementary and Secondary Education conducted a statewide assessment of the vocational educational delivery system to determine the extent to which instruction in "all aspects of the industry" was provided for within the vocational educational curricula. It was determined that many of the component areas of "all aspects of the industry" were included, with both competency profiles and related instructional educational materials, within the existing curricula of most vocational educational programs within the state. However, several areas were not found within the existing curricula.

To satisfy the need to determine the appropriate specific competencies for each unit to provide students with strong experience in and understanding of "all aspects of the industry" in which they are preparing to enter, the Instructional Material Laboratory undertook a two-part project. Part one was designed to identify the competencies which should be taught in the classroom to meet the state program objectives. Part two was designed to create classroom resources that would help teach the competencies identified.

### Part One Objectives

The overall objective of part one was to identify the competencies for "all aspects of the industry" for Vocational Education Programs. To accomplish this general objective, the completion of the following specific objectives were undertaken:

1. Identification of the appropriate competencies which would provide strong experience in and understanding of "all aspects of the industry" in the following 15 industry areas:
  - a. Agricultural Production Occupations
  - b. Agricultural Business Occupations
  - c. Health Services Occupations
  - d. Food Services Occupations
  - e. Construction Occupations
  - f. Transportation Maintenance Occupations
  - g. Printing/Graphic Arts Occupations
  - h. Drafting Occupations
  - i. Marketing Occupations
  - j. Computer/Data Processing Occupations

- k. Office Occupations
  - l. Electric/Electronic Occupations
  - m. Metal Trades Occupations
  - n. Personal Services Occupations
  - o. Child Care Occupations
2. Validate the competencies for each of the 15 areas.
  3. Develop a matrix that would cross reference the competencies identified in the 15 areas.

### **Part One Methodology**

1. In concert with the Missouri Department of Elementary and Secondary Education (DESE), individuals were selected who represent private employers in each of the 15 areas. Educators with expertise in instructional competency development were also chosen. These people served as a development team. The team was made up of about three-quarter industry representation and one-quarter educational representation.
2. The development team from each of the 15 industry areas met to identify the specific competencies for each industry area. (See Appendix "A" for list of competencies.)
3. The specific competencies for the industry areas were sent out to the industry representatives and educators for validation.
4. A matrix was developed that listed the validated results. The competencies of all 15 areas were listed on the horizontal axis while the 15 industry areas were listed on the vertical axis. An indication was made of which competencies pertained to each area. (See Appendix "B" for matrix.)
5. The matrix was sent out to at least 30 industry representatives and 10 educators for review.

### **Part Two Objectives**

With the All Aspects of the Industry competencies identified, part two in this effort to comply with the Carl D. Perkins bill was begun in 1993. The goal of this second part was to design and develop instructional modules which could be incorporated into existing vocational classroom work.



## Part Two Methodology

1. In concert with DESE, establish an advisory committee made up of vocational instructors and industry representatives who have demonstrated expertise in the 15 areas addressed in the first part of the All Aspects of the Industry project. This committee was designed to be made up of three-quarter vocational education to one-quarter industry representatives.
2. This advisory committee would:
  - a. Review the identified competencies to determine their usefulness in the accomplishment of the goal established by the Carl Perkins legislation.
  - b. Determine the feasibility of teaching these competencies in the vocational classroom and advise what methods should be incorporated to deliver the material in the classroom.
  - c. Field test/validate the resulting instructional materials.

The resulting material is the result of this committee's recommendations.

## How To Use This Curriculum

This curriculum guide was developed as a resource for teachers to provide "strong experience in, and understanding of, all aspects of the industry the students are preparing to enter." Specifically, this material is designed to allow instructors to integrate an "All Aspects of the Industry" (AAOI) instructional program into an existing vocational training program.

AAOI's ultimate goal is to give future workers a sense of the issues involved in the world of work. Such knowledge can empower future workers to make informed decisions about their career paths. This knowledge can also allow workers to make meaningful contributions to the industry instead of performing mindlessly like another piece of equipment.

AAOI's goals, however, are as challenging as they are worthwhile. The content is vast in scope and rich in diversity. This curriculum guide, therefore, is designed to provide a framework which allows teachers to develop instruction to meet the unique needs of their students.

No single textbook or resource can adequately convey the magnitude of American business and industry. This work is designed to be a starting point from which instructors and later "All Aspects" committees can refine and build. The committees who created this material realize that much of material in these training modules may already be addressed by the instructor's curriculum. In this case, the instructor may elect to concentrate on the existing training, using the AAOI competency guide included here as a "check-off" sheet of areas which are worthwhile in the preparation of students for the world of work.

The foundation of this curriculum guide is nine competencies, each of which is divided into a number of objectives. For each objective, there are discussion and example sections which provide a basic orientation to key concepts. These sections are very general. This allows each section to address basic issues in a broad spectrum of industries. The information is designed to be useful for students in agriculture as well as transportation and healthcare. The discussion and example sections are designed to be a spring board for instructors to use their own knowledge, talent, and experience (of their particular areas of instruction) in presenting the material to the students.

For each objective the guide suggests several activities. These activities can reinforce the content and thereby serve as instructional tools, also. Just as importantly, each activity section suggests that teachers develop their own activities. Here again is an opportunity for teachers to bring their own talents to the learning experience. This also provides a great opportunity to integrate AAOI instruction with other content--either vocational or academic. Instructors may find that the activities they already use can be modified to include AAOI instruction. In addition, teachers may wish to share AAOI instruction with instructors in other content areas. The English, Math, Science, Social Studies teacher may find it worthwhile to combine AAOI activities with their own topics to provide practical applications.

The activities can also provide a means for the instructor to evaluate the student's performance in completing the objective. By having the student engage in an activity, the instructor has the opportunity to directly observe student performance or evaluate the product of a student performance. The activities, therefore, provide an opportunity for authentic assessment.

In addition to the activities, an objective test (in the form of a question test bank) is provided separately to allow students an additional opportunity to show they have mastered the material.

The criteria for student completion of each objective is left to the individual instructor. The student may be judged as completing the objective based upon the objective test or on any or all of the activities. The instructor may also wish to substitute other activities or educational methods for those provided here.

**Note to Instructor.**  
Gives the instructor the opportunity to customize the instruction.

[illegible]

This question is designed to ask the student to cite information contained in the objective's Discussion.

1. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

This question is designed to ask the students to evaluate the information presented in the Discussion and Examples.

[illegible]

This suggests a student activity that can illustrate the information presented in the Discussion and Examples.

3. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

4. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Objective  
Completed Satisfactorily \_\_\_\_Yes\_\_\_\_No. Date\_\_\_\_\_.

## APPENDIX A:

### All Aspects of the Industry Duty Bands and Objectives

#### PLANNING

- \_\_\_ A. *Identify key elements of how industries conduct planning which a worker should know to succeed in industry.*

#### Objectives:

- \_\_\_ A1 Describe why industries respond to customer wants and expectations.
- \_\_\_ A2 List differences in how companies deliver products versus delivering services.
- \_\_\_ A3 Describe ways a worker can influence company decision-making.
- \_\_\_ A4 Identify benefits in anticipating technology and market trend changes.
- \_\_\_ A5 Identify an example of how regulatory laws can impact how a business operates.
- \_\_\_ A6 Identify an example of how a political organization can impact how a company operates.

## MANAGEMENT

- \_\_\_ B. *Identify key elements of how industries are managed which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ B1 Identify key components of a company "mission statement."
- \_\_\_ B2 Identify how a corporate "chain of command" works.
- \_\_\_ B3 Describe the significance of a company's "corporate culture."
- \_\_\_ B4 Describe how a company organizes its departments.
- \_\_\_ B5 List typical ways company departments communicate.
- \_\_\_ B6 Cite examples of why a worker should adjust to different management styles.
- \_\_\_ B7 Cite an example of how companies are dependent on the national economy.
- \_\_\_ B8 Cite an example of how a company is dependent upon the local economy.
- \_\_\_ B9 Describe the importance of achieving internal and external customer satisfaction.
- \_\_\_ B10 Identify examples of how cultural diversity can affect an industry.
- \_\_\_ B11 Identify key differences in how private companies and government agencies operate.
- \_\_\_ B12 List reasons why written policies are used in industry.
- \_\_\_ B13 Identify resources available from professional organizations.
- \_\_\_ B14 Identify how roles and responsibilities in a family business are different than in larger companies.
- \_\_\_ B15 List benefits a worker can get by participating in meetings.
- \_\_\_ B16 List key differences in how a family farm operates versus how another small business operates.
- \_\_\_ B17 Describe how a company's marketing affects all its employees.



## FINANCE

- \_\_\_ C. *Identify key elements of how businesses handle capital which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ C1 List typical ways a business obtains capital.
- \_\_\_ C2 Describe the importance of accounting in a business.
- \_\_\_ C3 Describe key implications for a company which grants credit.
- \_\_\_ C4 Describe how a company estimates and bids for a contract.
- \_\_\_ C5 Describe how paycheck deductions affect a worker.
- \_\_\_ C6 Describe the importance of cost containment in a company.

## TECHNICAL AND PRODUCTION SKILLS

- \_\_\_ D. *Identify important technical and production skills which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ D1 Demonstrate a basic math ability.
- \_\_\_ D2 Demonstrate the capability to measure quickly and accurately.
- \_\_\_ D3 Demonstrate the ability to speak and write the English language effectively.
- \_\_\_ D4 Demonstrate the ability to listen effectively.
- \_\_\_ D5 Demonstrate the ability to use effective negotiation skills.
- \_\_\_ D6 Demonstrate the ability to manage time effectively.
- \_\_\_ D7 Demonstrate the ability to read blueprints and drawings.
- \_\_\_ D8 Demonstrate the ability to perform basic computer operation.
- \_\_\_ D9 Describe the importance of deadlines and schedules.
- \_\_\_ D10 Demonstrate the ability to use team player skills.
- \_\_\_ D11 Demonstrate the ability to use supervisory and delegation skills.
- \_\_\_ D12 Demonstrate the ability to utilize good public speaking skills.
- \_\_\_ D13 Describe the importance of using troubleshooting techniques.
- \_\_\_ D14 Cite one example of a job that is inter-related with another job.
- \_\_\_ D15 Demonstrate the ability to obtain technical information.
- \_\_\_ D16 Identify certification requirements for a specific job.

## PRINCIPLES OF TECHNOLOGY

- \_\_\_ E. *Identify important industry principles of technology which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ E1 Describe the key characteristics of the technology used in your industry.
- \_\_\_ E2 Describe the importance of analyzing new equipment for possible use.
- \_\_\_ E3 Describe the importance of continuously upgrading one's job skills.
- \_\_\_ E4 Describe the importance of adaptability and learning from experience.
- \_\_\_ E5 Describe the importance of acquiring and analyzing information effectively and making sound decisions.
- \_\_\_ E6 Describe the importance of cross-training.

## LABOR

- \_\_\_ F. *Identify important labor issues  
which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ F1 Describe the importance of a written job description.
- \_\_\_ F2 Describe the importance of knowing your rights as a worker.
- \_\_\_ F3 Describe the role labor organizations play in your industry  
(if any).
- \_\_\_ F4 List advantages/disadvantages of hourly and salaried pay.
- \_\_\_ F5 List differences between being a self-employed worker  
and a worker employed by a company.
- \_\_\_ F6 Describe the importance of participating in  
quality enhancement programs.
- \_\_\_ F7 Describe the importance of understanding why  
a worker is asked to occasionally work longer hours.
- \_\_\_ F8 Describe the importance of cultural sensitivity.

## COMMUNITY

- \_\_\_ G. *Identify important community issues  
which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ G1 Describe the importance of recognizing a worker should contribute special skills through volunteer work.
- \_\_\_ G2 Identify key ways a company helps its community.
- \_\_\_ G3 Identify key ways a community helps a company.
- \_\_\_ G4 Identify an impact of buying outside the community.
- \_\_\_ G5 Describe how a company's public perception is important.
- \_\_\_ G6 Describe the importance of providing for the access needs of the physically challenged.

## HEALTH, SAFETY AND ENVIRONMENT

- \_\_\_ H. *Identify important health, safety and environmental issues which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ H1 Describe the importance of complying with federal agency regulations.
- \_\_\_ H2. Describe why it is important to avoid job-specific health threats.
- \_\_\_ H3 Read and comprehend major components of a Material Safety Data Sheet.
- \_\_\_ H4 Identify basic safety training (tornado, fire, first aid) techniques.
- \_\_\_ H5 Describe the importance of participating in preventive medicine programs.
- \_\_\_ H6 Describe the importance of handling stress effectively.
- \_\_\_ H7 Describe the importance of good workplace ergonomics.
- \_\_\_ H8 Identify any effects weather could have on an industry.
- \_\_\_ H9 Describe the importance of management's responsibility for a safe workplace.

## PERSONAL CONDUCT

- \_\_\_ I. *Identify elements of personal conduct which a worker should know to succeed in industry.*

### Objectives:

- \_\_\_ I1 Describe the importance of recognizing the dignity of all work.
- \_\_\_ I2 Describe the importance of producing quality and effective work.
- \_\_\_ I3 Describe the importance of being fit for duty (no drugs, no alcohol).
- \_\_\_ I4 Describe the importance of exhibiting good attitude, enthusiasm, integrity.
- \_\_\_ I5 Describe the importance of exhibiting good grooming and appearance.
- \_\_\_ I6 Describe the importance of good personal financing.



**APPENDIX B:**

**All Aspects of the Industry Matrix**

## Occupational Clusters (all ages)

### PLANNING

- A. Identify key elements of how industries conduct planning which a worker should know to succeed in industry.

| Agricultural Production | Agricultural Business | Health Services | Food Services | Construction | Transportation Maintenance | Printing/Graphic Arts | Drafting | Marketing | Computer/Data Processing | Office Occupations | Electric/Electronic | Metal Trades | Personal Services | Child Care Occupations |
|-------------------------|-----------------------|-----------------|---------------|--------------|----------------------------|-----------------------|----------|-----------|--------------------------|--------------------|---------------------|--------------|-------------------|------------------------|
|-------------------------|-----------------------|-----------------|---------------|--------------|----------------------------|-----------------------|----------|-----------|--------------------------|--------------------|---------------------|--------------|-------------------|------------------------|

A1 Describe why industries respond to customer wants and expectations.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                          |                          |                          |
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A2 List differences in how companies deliver products versus delivering services.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                          |                                     |                                     |                                     |
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A3 Describe ways a worker can influence company decision-making.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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A4 Identify benefits in anticipating technology and market trend changes.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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A5 Identify an example of how regulatory laws can impact how a business operates.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                          |                          |
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A6 Identify an example of how a political organization can impact how a company operates.

|                                     |                                     |                                     |                          |                                     |                          |                          |                          |                          |                          |                          |                          |                                     |                          |                                     |
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## Occupational Clusters (all ages)

### MANAGEMENT

**B.** Identify key elements of how industries are managed which a worker should know to succeed in industry.

Agricultural Production  
Agricultural Business  
Health Services  
Food Services  
Construction  
Transportation Maintenance  
Printing/Graphic Arts  
Drafting  
Marketing  
Computer/Data Processing  
Office Occupations  
Electric/Electronic  
Metal Trades  
Personal Services  
Child Care Occupations

**B1** Identify key components of a company "mission statement."

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**B2** Identify how a corporate "chain of command" works.

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**B3** Describe the significance of a company's "corporate culture."

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**B4** Describe how a company organizes its departments.

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**B5** List typical ways company departments communicate.

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**B6** Cite examples of why a worker should adjust to different management styles.

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## Occupational Clusters (all ages)

### MANAGEMENT

B. Identify key elements of how industries are managed which a worker should know to succeed in industry.

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance    Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

B7 Cite an example of how companies are dependent upon the national economy.

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B8 Cite an example of how a company is dependent upon the local economy.

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B9 Describe the importance of achieving internal and external customer satisfaction.

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B10 Identify examples of how cultural diversity can affect an industry.

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B11 Identify key differences between how private companies and government agencies operate.

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B12 List reasons why written policies are used in industry.

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## Occupational Clusters (all ages)

### MANAGEMENT

- B.** Identify key elements of how industries are managed which a worker should know to succeed in industry.

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance    Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

- B13** Identify resources available from professional organizations.

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- B14** Identify how roles and responsibilities in family business are different than in larger companies.

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- B15** List benefits a worker can get by participating in meetings.

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- B16** List key differences in how a family farm operates versus how another small business operates.

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- B17** Describe how a company's marketing affects all its employees.

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## Occupational Clusters (all ages)

### FINANCE

- C. Identify key elements of how businesses handle capital which a worker should know to succeed in industry.

|    |                                                              | Agricultural Production             | Agricultural Business               | Health Services                     | Food Services                       | Construction                        | Transportation Maintenance          | Printing/Graphic Arts               | Drafting                            | Marketing                           | Computer/Data Processing            | Office Occupations                  | Electric/Electronic                 | Metal Trades                        | Personal Services                   | Child Care Occupations              |
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| C1 | List typical ways a business obtains capital.                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| C2 | Describe the importance of accounting in a business.         | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| C3 | Describe key implications for a company which grants credit. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| C4 | Describe how a company estimates and bids for a contract.    | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| C5 | Describe how paycheck deductions affect a worker.            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| C6 | Describe the importance of cost containment in a company.    | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

## Occupational Clusters (all ages)

### TECHNICAL AND PRODUCTION SKILLS

Identify important technical and production skills which a worker should know to succeed in industry.

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance    Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

D1 Demonstrate a basic math ability.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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D2 Demonstrate the capability to measure quickly and accurately.

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D3 Demonstrate the ability to speak and write the English language effectively.

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D4 Demonstrate the ability to listen effectively.

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D5 Demonstrate the ability to use effective negotiation skills.

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D6 Demonstrate the ability to manage time effectively.

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## Occupational Clusters (all ages)

### TECHNICAL AND PRODUCTION SKILLS

D. Identify important technical and production skills which a worker should know to succeed in industry.

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance    Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

|     |                                                                   |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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| D7  | Demonstrate the ability to read blueprints and drawings.          | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/> |                                     |                                     | <input checked="" type="checkbox"/> |                                     |                                     |                                     |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |                                     |
| D8  | Demonstrate the ability to perform basic computer operation.      | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |
| D9  | Describe the importance of deadlines and schedules.               | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| D10 | Demonstrate the ability to use team player skills.                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| D11 | Demonstrate the ability to use supervisory and delegation skills. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| D12 | Demonstrate the ability to utilize good public speaking skills.   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/> |

## Occupational Clusters (all ages)

### TECHNICAL AND PRODUCTION SKILLS

Identify important technical and production skills which a worker should know to succeed in industry.

Agricultural Production  
 Agricultural Business  
 Health Services  
 Food Services  
 Construction  
 Transportation Maintenance  
 Printing/Graphic Arts  
 Drafting  
 Marketing  
 Computer/Data Processing  
 Office Occupations  
 Electric/Electronic  
 Metal Trades  
 Personal Services  
 Child Care Occupations

D14 Cite one example of a job that is inter-related with another job.

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D15 Demonstrate the ability to obtain technical information.

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6 Identify certification requirements for a specific job.

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## Occupational Clusters (all ages)

### PRINCIPLES OF TECHNOLOGY

- E. Identify important industry principles of technology which a worker should know to succeed in industry.

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance  
 Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

E1 Describe the key characteristics of the technology used in your industry.

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E2 Describe the importance of analyzing new equipment for possible use.

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E3 Describe the importance of continuously upgrading one's job skills.

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E4 Describe the importance of adaptability and learning from experience.

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E5 Describe the importance of acquiring and analyzing information effectively and making sound decisions.

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E6 Describe the importance of cross-training.

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## Occupational Clusters (all ages)

### LABOR

F. Identify important labor issues which a worker should know to succeed in industry.

Agricultural Production  
 Agricultural Business  
 Health Services  
 Food Services  
 Construction  
 Transportation Maintenance  
 Printing/Graphic Arts  
 Drafting  
 Marketing  
 Computer/Data Processing  
 Office Occupations  
 Electric/Electronic  
 Metal Trades  
 Personal Services  
 Child Care Occupations

F1 Describe the importance of a written job description.

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F2 Describe the importance of knowing your rights as a worker.

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F3 Describe the role labor organizations play in your industry (if any).

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F4 List advantages/disadvantages of hourly and salaried pay.

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F5 List differences between being a self-employed worker and a worker employed by a company.

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F6 Describe the importance of participating in quality enhancement programs.

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## Occupational Clusters (all ages)

### LABOR

- F. Identify important labor issues which a worker should know to succeed in industry.

Agricultural Production  
 Agricultural Business  
 Health Services  
 Food Services  
 Construction  
 Transportation Maintenance  
 Printing/Graphic Arts  
 Drafting  
 Marketing  
 Computer/Data Processing  
 Office Occupations  
 Electric/Electronic  
 Metal Trades  
 Personal Services  
 Child Care Occupations

|    |                                                                                                   |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |
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| F7 | Describe the importance of understanding why a worker is asked to occasionally work longer hours. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F8 | Describe the importance of cultural sensitivity.                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Occupational Clusters (all ages)

### COMMUNITY

- G. Identify important community issues which a worker should know to succeed in industry.**

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance    Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

**G1** Describe the importance of recognizing a worker should contribute special skills through volunteer work.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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**G2** Identify key ways a company helps its community.

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**G3** Identify key ways a community helps a company.

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**G4** Identify an impact of buying outside the community.

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**G5** Describe how a company's public perception is important.

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**G6** Describe the importance of providing for the access needs of the physically challenged.

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## Occupational Clusters (all ages)

### HEALTH, SAFETY AND ENVIRONMENT

H. Identify important health and environmental issues which a worker should know to succeed in industry.

Agricultural Production    Agricultural Business    Health Services    Food Services    Construction    Transportation Maintenance    Printing/Graphic Arts    Drafting    Marketing    Computer/Data Processing    Office Occupations    Electric/Electronic    Metal Trades    Personal Services    Child Care Occupations

H1 Describe the importance of complying with federal agency regulations.

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H2 Describe why it is important to avoid job-specific health threats.

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H3 Read and comprehend major components of a Material Safety Data Sheet.

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H4 Identify basic safety training (tornado, fire, first aid) techniques.

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H5 Describe the importance of participating in preventive medicine programs.

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H6 Describe the importance of handling stress effectively.

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## Occupational Clusters (all ages)

### HEALTH, SAFETY AND ENVIRONMENT

Identify important health and environmental issues which a worker should know to succeed in industry.

Agricultural Production  
Agricultural Business  
Health Services  
Food Services  
Construction  
Transportation Maintenance  
Printing/Graphic Arts  
Drafting  
Marketing  
Computer/Data Processing  
Office Occupations  
Electric/Electronic  
Metal Trades  
Personal Services  
Child Care Occupations

H7 Describe the importance of good workplace ergonomics.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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H8 Identify any effects weather could have on an industry.

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H9 Describe the importance of management's responsibility for a safe workplace.

|                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
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## Occupational Clusters (all ages)

### PERSONAL CONDUCT

- I. Identify elements of personal conduct which a worker should know to succeed in industry.

|                                                                                | Agricultural Production  | Agricultural Business    | Health Services          | Food Services            | Construction             | Transportation Maintenance | Printing/Graphic Arts    | Drafting                 | Marketing                | Computer/Data Processing | Office Occupations       | Electric/Electronic      | Metal Trades             | Personal Services        | Child Care Occupations   |
|--------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| I1 Describe the importance of recognizing the dignity of all work.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I2 Describe the importance of producing quality and effective work.            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I3 Describe the importance of being fit for duty (no drugs, no alcohol).       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I4 Describe the importance of exhibiting good attitude, enthusiasm, integrity. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I5 Describe the importance of exhibiting good grooming and appearance.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I6 Describe the importance of good personal financing.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## **PLANNING**

### **Objective**

A1. Describe why industries respond to customer wants and expectations.

### **Discussion**

In a capitalist society, companies produce goods and services. Those goods and services are offered to the public. The goods that the public wants, and can afford, are purchased. Those goods and services that the public does not perceive as needed, or cost more than expected, will not be sold.

In order for a company to successfully sell a product, that company must know what the public wants and expects in a product. Most companies extensively research what the public needs and wants. They sometimes conduct surveys or ask opinions of satisfied customers. Companies will tailor their product to what the public says it wants. Companies will even choose colors of packaging that reflect what customers think the packaging should look like.

### **Example**

An automobile company sells small through large cars. Larger cars are usually purchased by older drivers. The company will conduct research into which color choices these possible buyers want. Because this group tends to like conservative colors, the auto company selects colors for these cars that are traditional.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies respond to customer needs and expectations.*

### **Student Activities**

1. In order for a company to successfully sell a product, what should the company consider in its planning?
  
  
  
  
  
  
  
  
  
  
2. How do companies determine what the customers want?
  
  
  
  
  
  
  
  
  
  
3. Most libraries have books on the subject of marketing. Choose a career area in which you have an interest and research how companies in that field conduct marketing. Write a short paragraph describing an example of marketing.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_



## **PLANNING**

### **Objective**

- A2. List differences in how companies deliver products versus delivering services.

### **Discussion**

When a company delivers a product, it is delivering a tangible item. A company that sells you a tire sells you a tangible good.

When a company sells a service, it is selling you something that has value but is intangible. A house cleaning company produces no tangible product, but produces a service that you want--a clean house.

Companies that offer tangible goods can point to the tangible qualities of its product--it is bigger/lighter, faster/slower, made of plastic/made of metal. Tangible goods can be directly compared. A tire of 175 X 14 dimension can be compared against any other tire with those dimensions.

It is more difficult to measure intangible services. Will one house cleaning company clean your house substantially better for \$150 than another company who charges \$100? Companies that offer intangible services can only discuss the advantages of their products in indirect and unmeasureable ways. Example, a certain softdrink will make you popular.

### **Example**

The Rayburn Radiator Cap company's advertising states that the company's product will last 16 years longer than their nearest competitor. The Vincent Shoeshine Company states in its advertising that people will envy you if your shoes have a high-gloss shine.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with other examples of how companies deal with products differently than services.*



### **Student Activities**

1. Based on the discussion, briefly describe what the customer gets when buying a tangible product.
  
  
  
  
  
  
  
  
  
  
2. Based on the discussion, briefly describe what the customer gets when buying a service.
  
  
  
  
  
  
  
  
  
  
3. Find five examples of advertising for a product and five examples of advertising for a service. Do you see any difference in the words or images used?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

each assembler would deal individually with problems that would come up. Now, as part of a quality team, Bob, Sam, Nora, and Elija meet for 15 minutes every morning to discuss their mutual concerns and problems. By working together, they can help each other when a problem arises. Each problem is fixed more quickly.

3. Simon installs the headlights on an automobile assembly line. One day, Simon is summoned to the company's secret planning area to review how the headlights of the next model year car have been designed. Simon looks at the design. He tells the designers that if a multiple piece bracket can be joined into a single piece, the assembly process can be speeded up three minutes per car. The designers incorporate this change and it saves the company tens of thousands of dollars in reduced worktime.

4. A major nationwide printing company makes a place on the board of directors for a veteran printer. When decisions are made about equipment or techniques, the printer is able to give valuable insight into the technical process and helps the company avoid costly equipment mistakes.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how workers can influence company decision making.*

### **Student Activities**

1. List four areas how a worker may influence a company's decision making.
  
  
  
  
  
  
  
  
  
  
2. List a benefit a worker can get when he/she participates in a company's decision-making process.
  
  
  
  
  
  
  
  
  
  
3. The writer Tom Peters has written a number of recent books on companies involving their workers in decision making.  
Read one of his books and note how companies change when they involve workers in decision making.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PLANNING**

### **Objective**

A3. Describe ways a worker can influence company decision-making.

### **Discussion**

American companies are changing. Because of cost pressures, companies are reducing their workforces. Companies are also seeking new ways to manage themselves. American companies are looking at ways overseas companies conduct their planning and management.

Many American companies are looking for opportunities for more worker involvement. These companies realize that their workforce is a valuable asset who can assist in the company's decision-making process.

One of the new opportunities for workers to assist in a company's decision-making involves "pushing decision making down to the lowest level possible." Here, a worker will take responsibility to make a decision in an area that he/she has expertise in rather than to ask the supervisor.

Another new opportunity is the creation of work teams (sometimes called quality circles). Here, a small group that works together will jointly make decisions that affect the group.

High-level decision makers in some companies are inviting workers to review planning options before final decisions are made. It is thought that the person who actually builds the part being designed should provide advice which may make that part easier to assemble.

The last major way companies are involving average workers is by inviting worker representatives to serve on a company's board of directors. Here, the workers can give insight into everyday production matters.

### **Examples**

1. Pat is an office worker. Normally, when ordered goods come by messenger, Pat's supervisor will be summoned to sign the paperwork even though it was Pat who ordered the material in the first place. Under the company's new policy of pushing the decision-making process to the lowest level possible, Pat signs for the materials. This saves time both for Pat and for the supervisor.

2. Bob, Sam, Nora, and Elija work in the same general area of an electrical component manufacturing business. Before the introduction of quality teams,

## PLANNING

### Objective

- A4. Identify benefits in anticipating technology and market trend changes.

### Discussion

American corporations have undergone radical changes in the last 20 years. Companies such as automobile makers have seen their market share fall and then rise again. Companies that once built airliners are now making electronic components. Companies that once built military weapons now make steel office furniture. Many companies that once employed thousands of people have cut their workforces to a fraction of their original level. Many workers in the mechanical trades or in heavy industries have lost their jobs and can find no similar work because of industry-wide employee cutbacks. Advances in technology, like the computer, have changed how companies operate by making certain jobs obsolete.

The pace of change shows no sign of slowing down. A worker should keep abreast of technological changes in his/her industry. If that industry seems to be becoming more important in the marketplace, then the worker may consider making the industry a career. If a worker's industry is stagnant or in decline, the worker may wish consider training in a different field that seems to have greater employment prospects.

### Example

In the early 1890s, the blacksmith of a small eastern Kansas town watched his neighbors replace their horses with new automobiles. The blacksmith would not work on the new machines. He believed that they were too expensive for the average person. The blacksmith thought that only a few cars would be used in his area even when an automobile mechanic moved into town. In 1915, Ford company introduced the Model T, a car that was affordable by average people. Within a year, almost everyone in the town was driving a Model T. The town's auto mechanic prospered while the blacksmith's business declined.

### Note to Instructor

*Use your resources and personal knowledge of your industry to provide students with examples of the benefits of anticipating technology and market changes.*

## Student Activities

1. Based on the discussion and your own experience, identify an industry that has changed a lot in the last two decades.
2. What should a worker do if he/she realizes their industry is stagnant or declining?
3. Check the labels of your clothing or products that you own. What percentage of these products were made in the U.S.? What percentage of the products were made overseas?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.



## **PLANNING**

### **Objective**

- A5. Identify an example of how regulatory laws can impact how a business operates.

### **Discussion**

Government intervention in the workplace is increasing. All companies have to comply with federal or state law. Many companies, such as the airlines, have to deal with several government agencies.

The most direct impact a governmental agency will have on a business is to specify how the business can conduct the daily operation of the business. An example of this is the Occupational Health and Safety Administration (OSHA) which sets safety standards for almost every occupation. OSHA specifies that a second person must hold a ladder if the ladder has so many steps. OSHA specifies that a fork lift or other device must be used to lift material over a certain weight.

Regulatory agencies also impact a company by defining what the company's products are like. The Food and Drug Administration stipulates that all over-the-counter drug products must be sealed in tamper-resistant packaging.

Regulatory agencies will also impact a company by imposing a fine or imprisonment of company officials if a regulation is violated.

### **Example**

A small aviation company wants to expand its business on a major city airport by building a new hangar and office complex. The company finds a site, negotiates a lease, hires an architect to draw up plans, and hires a construction company. However, shortly before construction is scheduled to begin, an underground storage tank containing about 30 gallons of used oil is discovered in one corner of the site. Regulations of the Environmental Protection Agency state that not only does this old underground oil tank have to be removed, but all the soil that was contaminated by the oil has to be dug up and disposed of in an approved hazardous waste facility. The cost of the soil cleanup exceeds the cost of the hangar and office complex. The small aviation abandons its plans for expansion.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of how regulatory laws can impact businesses.*

## **PLANNING**

### **Objective**

- A6. Identify an example of how a political organization can impact how a business operates.

### **Discussion**

Political organizations will occasionally try to influence a company. A political organization with environmental concerns may try to stop a logging company from cutting down trees in a certain area.

Political organizations can impact how a company operates in a number of other ways. The political organization can try to influence a company by threatening to associate the company's name with something that is unpopular. A chemical company may be influenced by threats by an organization that will associate the company with toxic waste sites.

Many political organizations will threaten legal action against a company.

Political organizations can also sponsor a boycott against a product.

### **Example**

An oil company tanker runs aground and spills thousands of gallons of crude oil in a scenic bay. A political action group contends the company should not drill for oil in the area and stages a protest that is carried on national TV. The organization's lawyers challenge the company's right to drill in court and sponsors boycott the company's product.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of how political organizations impact how businesses operate.*

### **Student Activities**

1. List three ways a political organization can impact a company.
  
  
  
  
  
  
  
  
  
  
2. Review magazines that deal in an industry in which you have an interest. Try to find an article which describes a political organization intervening in that industry.
  
  
  
  
  
  
  
  
  
  
3. Contact a political organization in your area. Find out what products or companies they are trying to influence.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## **MANAGEMENT**

### **Objective**

B1. Identify key components of a company "mission statement."

### **Discussion**

A company's mission statement is a written proclamation of the company's purpose, goals and general philosophy of doing business. Company mission statements usually specify the company's primary product, the company's primary customer, and what relationship the company wishes to achieve with the customer.

Mission statements are designed to be used by all facets of a company. Top management will use the mission statement to define the types of products and services that the company sells, what products and services the company will not offer, and where products and services will be placed in the marketplace. Middle management and workers use the mission statement to help guide everyday decision making, i.e., a parts purchaser will not order top-quality components if the mission statement identifies the creation of low- or moderately-priced products.

### **Examples**

1. Ford Motor Company. To provide safe and dependable transportation at moderate prices to all spectrums of the automotive public worldwide.
2. Jaguar Motor Company. To provide motorcars of unparalleled quality and performance to the most discriminating motorcar user.
3. Stanley Automotive Parts Company. To provide quality automotive assemblies to automobile manufacturers in the most cost-efficient method possible.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of mission statements. Point out to students that a company's mission statement is important despite their position in that company.*

### **Student Activities**

1. List characteristics of a company mission statement. Briefly describe what a mission statement designed to do?
  
  
  
  
  
  
  
  
  
  
2. Identify what a company's mission statement tells you about that company.
  
  
  
  
  
  
  
  
  
  
3. Contact a company representative in an area in which you have an interest. Obtain the company's mission statement. Explain how the company's statement is reflected in its product or give examples of everyday use of the mission statement.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B2. Identify how a corporate "chain of command" works.

### Discussion

Everyone who works for a company has a "boss" to report to. The newly-hired worker reports to a person with more responsibility. This person, in turn, reports to another person of even more responsibility. That person, in turn, reports to a person with still greater responsibility and decision-making authority. This process continues until the final decision maker at a company, the president, chief executive officer or owner (the name can vary) is reached. This formal line of responsibility is called the chain of command.

Each person in the chain of command has certain decision-making responsibilities. These responsibilities are usually well-defined and related to a specific part of the company's business. The chain of command is designed to let everyone in the company know who is responsible for certain activities and decision making in that company.

Companies can have several chains of command. The manufacturing division of a company will have a chain of command that begins at the newest assembly line worker and extends through several "bosses" until the leader of that division, an executive vice president for manufacturing, for example, is reached. A similar chain of command may exist in the marketing department lead by an executive vice president for marketing. These executive vice presidents will report to the president of the company who oversees all divisions.

The chain of command is important to know because each worker is expected to perform within the company's chain of command. An assembly line worker with a problem will discuss that problem with his/her section leader rather than going directly to the company president. In theory, problems and ideas will "flow" up the chain of command until the appropriate decision maker makes a decision.

Many companies today are seeking to eliminate as many parts of the chain of command as possible to cut costs. With the elimination of these layers, ideas and problems can be handled and dealt with more quickly.

### Example

In a hospital, a nurse who sees that a new blood pressure machine is needed will report that need to the floor nurse (the person in charge of a certain area of the hospital). The floor nurse will include that request with other requests and present them at a meeting with the head nurse (the person in charge of all nursing). The head nurse will justify the request in writing and send the request



to the hospital's comptroller (the person who makes financial decisions). The comptroller will make a decision on the request for a new blood pressure machine's after reviewing all the hospital requests for new equipment. In routine decisions, the comptroller can make the final purchasing decision--larger purchases may be taken before the hospital's board of directors for a decision.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples in your industry. Point out how a chain of command operates in an industry or your school district.*

## Student Activities

1. List major characteristics of a company's chain of command. What is a chain of command designed to do.
2. Describe the major effects that could occur if the chain of command is not followed.
3. Contact a company representative in an area where you have an interest. Determine the chain of command for one department or division of the company. List the main responsibilities of each person in the chain of command.
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B3. Describe the significance of a company's "corporate culture."

### Discussion

Companies have personalities. Many young and smaller entrepreneurial companies have informal practices and decision making procedures. Older and larger companies with tens of thousands of employees may have very formal and rigid procedures. A company's personality is its corporate culture.

Company personalities extend beyond decision making practices. A few close friends who start a small company may dress and act informally. Employees of an established company (who wish to impress potential clients with the conservative nature of the company and product) may all wear business attire. Established companies may insist on paperwork that justifies each decision while a smaller company may work on a handshake or a phone call.

Corporate culture can change as a company evolves. Apple Computer started in a garage by two partners. These two people dressed in jeans and sport shirts and took chances because they had little to lose. As they added employees, they attracted employees who had the same characteristics. The company assumed a trendy and innovative posture and attracted customers who thought the same. As thousands of employees were added, it was harder to maintain a single corporate culture. When stockholders elected a new chief executive officer from a more traditional background, Apple Computer's corporate culture changed to a more traditional one.

A perspective employee should learn about a company's corporate culture to determine if the company's "personality" matches their personality.

### Example

Jaguar Motorcars of Great Britain sells a very traditional and luxurious car to conservative and wealthy buyers. Jaguar salespeople dress and act in the same conservative way as their customers. Jaguar employees demonstrate the same traditional attitudes as their elite customer base. The proverbial fast-talking, plaid-sportcoat-wearing, cigar-smoking used car salesperson would not fit into Jaguar's corporate culture.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of corporate culture.*

### **Student Activities**

1. Define "corporate culture." List three examples of characteristics that can define a company's corporate culture.
  
  
  
  
  
  
  
  
  
  
2. List three "corporate culture" characteristics you would like to see in the company you work for when you are 50 years old.
  
  
  
  
  
  
  
  
  
  
3. Search for library books which describe important corporate leaders. List the leader's characteristics and how those characteristics worked, or did not work, within a corporate culture.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B4. Describe how a company organizes its departments.

### Discussion

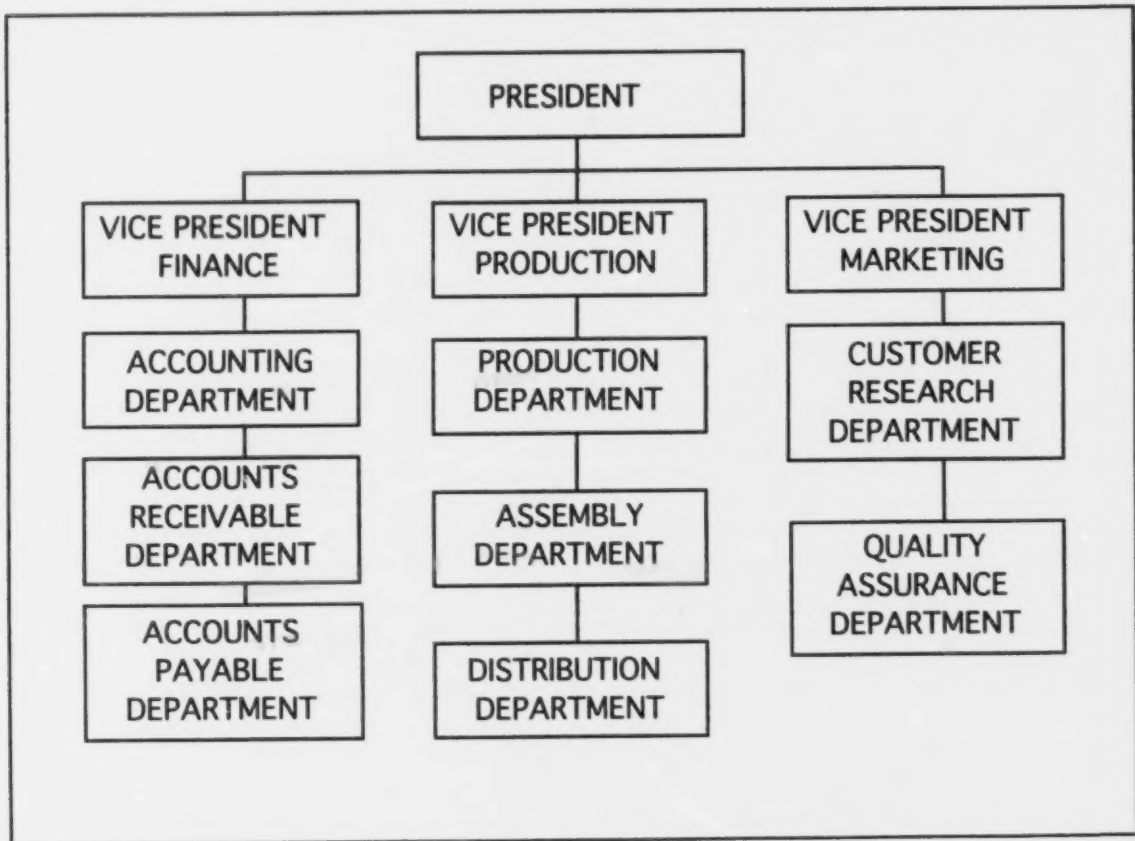
Many tasks must be accomplished each day in every company. A company has to research its markets, make long-range plans, send bills to customers, keep track of what customers pay, produce the product customers want, advertise these products are available, and make sure these products reach their intended markets. Each company has a list of things that must be done. This list can change from company to company because of differences in who the customer is, the way the product is delivered, or in differences in the product itself. (For example, a family-owned fast food business will organize its business in a different way than a large manufacturer of commercial airplanes.)

Companies organize departments so that no needed task is overlooked.

Companies organize departments so that someone, or a group, is responsible for seeing that the needed tasks are accomplished.

Companies organize departments so that employees know how their job relates to the overall plan of the company.

The way in which you can usually see how a company's departments are organized is to look at that company's organization chart:



### Example

The Martin Casting Company makes hubcaps for cars. The company's overall direction must be planned, the products must be made, the products must be shipped, and the customers billed and income accounted for. Therefore, the Martin Casting Company has organized its departments in this way:

The president of the company is responsible for all the planning of the company.

The president has three vice presidents--one vice president is in charge of finance, another is in charge of production, and another is in charge of marketing. Each vice president has a number of departments under him/her. These departments are organized to allow each vice president to accomplish the tasks that the company needs in each area.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples how a company organizes its departments.*



### **Student Activities**

1. List three typical reasons why companies organize into departments.
  
  
  
  
  
  
  
  
  
  
2. Cite one difference in duties between a company president and a company vice president-production.
  
  
  
  
  
  
  
  
  
  
3. Contact a company representative in your area.  
List the order of the company's departments.  
Describe the major functions of each department.  
Describe how each department is inter-related to the other departments.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B5. List typical ways company departments communicate.

### Discussion

Most companies require written communication between departments. Most company departments communicate in a written form called a "memo." Memos list the date the communication was sent, who sent it, to whom it was sent, who else should get the memo, and what should be done. Many modern companies communicate from computer to computer in a system called "E-Mail." E-Mail (electronic mail) sends a memo from one person's computer to another person's computer. E-Mail can save an electronic copy of the memo just as if it were on paper.

A permanent written memo (or E-Mail) is used for any of five reasons:

- 1) Ideas and instructions that are written down stand less of a chance of being misunderstood than something spoken,
- 2) All people involved in what is being communicated can be informed in a quick and efficient way,
- 3) There is a record of the communication (who wrote what to who and why),
- 4) Written communication forces the writer to compose the information in a logical way, and
- 5) People are reluctant to carry out controversial orders unless they can prove that they were ordered to do something.

### Example

Each year the Community Hospital spends \$1.1 million on paper plates used in the cafeteria. The paper plates are designed to precisely fit on a special tray. A salesperson from a paper company, who does not know why the special size is used in the cafeteria, convinces the hospital director that a larger-sized paper plate would save the hospital \$250,000 a year. The director sends a written memo to the hospital operations manager directing the purchase of the new paper plates. The operations manager sends memos about the purchase to the hospital's purchasing department, warehousing department, and cafeteria manager. Each manager files a copy of the memo away in case there is a question about the order. Each manager who read the memo immediately understood what needed to happen and why the change was ordered because the memo was clearly written. Had the memo not been clearly written, the managers would have requested more information. The cafeteria manager verbally ordered the chief cook to prepare the hospital purchase order that would purchase the new paper plates. The chief cook knew that the larger paper plates would not fit on the existing trays. His manager told him that the decision to change the plates came from the hospital director and that the cook should follow

orders and purchase the plates. The cook asked for, and received, a memo ordering him to purchase the plates. When the new paper plates arrived and did not fit on the tray, the cafeteria manager wanted to blame the cook for the mistake. The cook showed the memo ordering him to purchase the plates. No action was taken against the cook.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples how company departments communicate.*

### **Student Activities**

1. List five reasons why company departments communicate in written form.
  
  
  
  
  
  
  
  
  
  
2. Choose one of the answers from Question 1. Describe why you would choose to communicate in that way rather than another?
  
  
  
  
  
  
  
  
  
  
3. Contact a company representative in your area. Examine the ways departments in his/her company handles communication. Briefly describe one way.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **MANAGEMENT**

### **Objective**

- B6. Cite examples of why a worker should adjust to different management styles.

### **Discussion**

The most common differences in management style are between small companies and larger companies.

Small companies are generally owned and operated by an individual or an individual and his/her family. The company owner comes to the business each day and is involved in virtually every aspect of the business. Many small business owners choose to dress informally and call their employees by their first names. Employees frequently call the business owner by his/her first name, also.

Larger businesses are often more formal. Managers are hired people. Often, larger companies are more formal with a written or unwritten dress code. Managers may call employees by their first names, but employees rarely call their manager by his/her first name.

Many large and small companies alike demand employees document what they do in writing (such as a hospital that must keep detailed records). Other companies will accept verbal explanations.

Some managers expect their employees to do only what they have been told to do while other managers convey goals and let the employees work out the details.

A new employee should notice how formal or informal a company is and adjust to that style. If precise records are needed, the new employee should learn the procedure. Employees should notice if they are given detailed instructions to carry out with no deviation or if they have been given latitude to accomplish a task in a different way.

### **Example**

Ashley goes to work for a small business that raises chickens which are sold to restaurants. The owner of the business, his spouse, and Ashley are the only employees. All call the others by first names and frequently visit each other's houses. Ashley has no assigned duties other than to help the business run. Ashley frequently borrows the owner's car to run errands.

Ashley accepts a job offer from the largest chicken producer in the state. Ashley's new job is in coordinating the arrival and departure of trucks. Ashley's only concern is with the trucks and not with any of the other duties she used to perform. Ashley does not call any of the management team by first names nor does she see them informally. Dress is formal and Ashley can only take days off according to a strict schedule.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples why it is important to recognize and adjust to different management styles.*



### **Student Activities**

1. List one way a large company's management style can differ from a smaller company's.
  
  
  
  
  
  
  
  
  
  
2. Describe an advantage or disadvantage in working for a formally-managed company? What advantages and disadvantages are there in working for an informal company?
  
  
  
  
  
  
  
  
  
  
3. Look in your school or local public library about books that describe management styles. After reviewing the text, cite which management style would you find most comfortable and why?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

- B7. Cite an example of how companies are dependent on the national economy.

### Discussion

Fifty years ago, companies had to deal with local suppliers and customers because of the difficulty in transporting products over long distances. Today, products can easily be cheaply shipped all over the world. Good and reliable communications exist all over the world. New money transferring laws make paying for goods and services across state and country borders relatively easy.

Because movement over long distances is so easy, virtually no company today exclusively buys and sells its product or service within a specific community. The neighborhood shoe store sells products made in China, Mexico and Taiwan. If the shoe company is affiliated with a national chain, the chain's headquarters and decision making probably occurs in another city, if not another state.

A company that employs 500 people to manufacture belt buckles may have to lay off employees because of a drop in sales caused by a new company in a different state or country offering that same product at a cheaper price. A commercial airplane maker may close a plant because of lack of demand on the world market.

### Example

The price of oranges on the fruit stand of a "mom and pop" corner grocery store is determined by how much a wholesaler charged the grocery store. The wholesaler's price was determined by how many oranges were brought to market by growers and how many wholesalers wished to purchase oranges for resale. A sudden and severe frost in Florida when the oranges were nearly ripe would decrease the number of oranges available, driving up the price for all concerned.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of local companies being affected by the national economy.*

### **Student Activities**

1. List three characteristics of today's world that make it easier to buy and sell goods and services over long distances.
  
  
  
  
  
  
  
  
  
  
2. Describe an event in one state that can affect business of another company in another state.
  
  
  
  
  
  
  
  
  
  
3. Choose a local company and describe how it buys materials and sells its products on a national basis.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B8. Cite an example of how a company is dependent upon the local economy.

### Discussion

A company depends on the community around it. Most of the company's workforce will come from the local community.

Many smaller companies will sell their products or services in the immediate area. If the purchasing habits of the local community change, then the company's health will be affected.

The local area is also responsible for supplying services such as electricity and water, streets, and snow removal.

The local community also affects a company in the form of taxes. The local community may support the company financially by issuing bonds.

### Examples

1. The local shoe store sells 500 pairs of steel-toed work boots each year to workers building a new hospital. When the hospital is finished, the workers move off to another town to work on another large construction project. Sales of steel-toed work boots at the shoe store drop to 5 pair each year.

2. The local vocational school purchases 200 new computers to teach various subjects. The computers are used 12 hours a day and breakdowns are frequent. The local computer repair person cannot keep up with the increased workload. The computer company hires an additional computer repairer. The local computer repair person suddenly has no business at all from the vocational school.

3. A local agricultural product processing company plans an expansion which will employ 300 new workers. These new workers must have the ability to measure accurately. The company tests new applicants for their measuring ability and only 30 local residents can pass the test. The agricultural company advertises in a large city newspaper and 270 people are hired from that city. These new people move into the local area. Because of the increased population, there is a shortage of housing and a number of new children enter the local school district. Members of the workers families also come into the local community and compete with local residents for other jobs.

**Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of ways that a company is dependent upon the local economy.*

### **Student Activities**

1. List one relationship between a company and the local economy.
  
  
  
  
  
  
  
  
  
  
2. List one positive change and one negative change that occurs in a company (of your choice) when another large company moves into the area.
  
  
  
  
  
  
  
  
  
  
3. Contact a company representative in your area. Find out the last impact which occurred to the company because of a change in the local economy.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by the instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.



## MANAGEMENT

### Objective

- B9. Describe the importance of achieving internal and external customer satisfaction.

### Discussion

In the 1970s and early 1980s, American automobiles broke down too frequently. Auto buyers, who spent thousands of dollars on their new vehicles, were not satisfied and looked for alternatives. Japanese automakers had a reputation for building cars that did not break down as frequently and, therefore, were more satisfactory to the customer. American automakers lost sales--something which showed the automakers it is important to make external customers (auto buyers) happy.

One way American car makers sought to build cars that did not break down as often was to begin a program called Total Quality Management (TQM). TQM stated every worker in an auto plant should be considered a customer. Each "customer" should expect the very best product or service from the people who supply him or her, and each worker should give the best quality product or service to the next person on the assembly line. TQM indicated that if every worker in an auto assembly plant produced a product that made the next person on the assembly line happy (one auto worker does not give another a defective part), then the final product would have few if any defects. Auto makers encouraged workers to demand the parts they received on the assembly line were perfect. This process is called achieving internal customer (auto workers) satisfaction.

### Examples

1. The Reuben Radio Company introduces a new portable stereo player that can play CD-ROMs. The company has a warehouse full of its older stereo player. To make room for the new equipment, the company discounts the older player to only one dollar more than the company's cost to make the player. Customers buy the player in great numbers. But because of a flaw in one transistor that was installed at the factory, the stereo players rapidly break down. Buyers of the stereo player are dissatisfied and return the player to the company. The cost of handling these returned players far exceeds the one dollar profit the company made on the player. The company loses so much money on the defective players that it postpones a factory expansion.

2. Jayne works at a station in an auto assembly plant where the doors of a car are bolted onto the frame. Jayne notices a scratch on one of the doors. While this scratch does not immediately affect her job of bolting on the doors, Jayne

knows that the external customer (the car buyer) will not be satisfied. Jayne talks to the person who supplied her with the door and the door is repainted.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies achieve internal and external customer satisfaction.*

### **Student Activities**

1. Describe an external customer? Describe an internal customer?
  
  
  
  
  
  
  
  
  
  
2. Cite an example of achieving external customer satisfaction.  
Cite an example of achieving internal customer satisfaction.
  
  
  
  
  
  
  
  
  
  
3. Contact a company representative in your area where you have an interest. Determine three ways that company achieves internal and external customer satisfaction.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B10. Identify examples of how cultural diversity may affect an industry.

### Discussion

The world is made up of many different cultures and beliefs. Each culture and belief has probably been practiced for thousands of years with little influence from the world at large because of the difficulty in rapid communication and transportation. Today, with jet planes and instant communications, different cultures and beliefs are coming into daily contact. People who routinely work with other people from different cultures may wish to learn more about the other culture in order to facilitate better communication.

Because of the ease of modern travel and communications, a Japanese technical expert may be hired to work in a Texas company. As there are many differences in typical Japanese culture and Texas culture, there are many opportunities for a person from one culture to misunderstand the activities of another culture.

A person should be aware that these culture differences exist. If you are going to interact with a person from a different culture, you may wish to read a book about that culture to gain insight into the important aspects of that person's culture.

### Examples

1. Sheik Abu Jarral is the purchaser of oil drilling machinery. In his native middle eastern country, the sole of someone's shoe is an insulting sight. Sheik Jarral visits Houston, Texas on an equipment buying mission. His Texas hosts decide to sit informally on sofas while meeting with Sheik Jarral. Each of the Texas hosts cross his legs while discussing business. While the Sheik realizes that the action was not meant in disrespect, the actions hinders his perception of his Texas hosts.

2. Sheik Jarral travels to St. Louis on his equipment buying mission. His Missouri hosts invite him to dinner where pork chops are served. Sheik Jarral, a Muslim, cannot eat pork.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with other examples of how cultural diversity can affect business.*

### **Student Activities**

1. List one reason why a knowledge of cultural differences is more important today than 100 years ago.
2. Cite one example how the Sheik's American hosts could have made the Sheik more comfortable in America.
3. Contact a company representative in your area in which you have an interest. Can he or she cite any examples of how cultural diversity impacts his/her company?
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date:\_\_\_\_\_.

## **MANAGEMENT**

### **Objective**

B11. Identify key differences in how private companies and government agencies operate.

### **Discussion**

Private companies are designed to make their owners or stockholders a profit. Profit is the amount of money left over when all costs of doing business and taxes have been taken out of the money received. If a product or service is not creating a profit, the company must modify or drop the product so that a profit can be made. The money that companies use to expand their factories, give employee raises, or enter new business ventures usually comes from profits. Private companies are started when an individual or group of individuals use their personal money to buy the things the company needs to begin business. These people are either owners, investors, or stockholders. If the company makes bad decisions, or if the marketplace changes in an unforeseen way, these investors can lose all or part of their investment in the company. If the company is not successful, the company will cease to operate and employees are laid-off.

Governmental agencies are not designed to make a profit. Government agencies are established by the federal or state government to see that public laws are enforced. Agency financing comes from money allocated to the agency by the government. The agency does not have the ability to obtain more money through working longer hours or offering new products.

### **Example**

Bob has just graduated from technical school and has two job offers. One job offer is from a small company that builds electronics parts for personal computers. The company has changed its product line several times as the computer industry has changed. If the company grows, Bob may be rapidly promoted to work on new projects. If the company fails he will be out of work.

Bob's other job possibility is with the Federal Communications Commission. Here, his job description will be highly defined and he will not be asked to become involved in anything beyond his job description. Bob will be paid according to his civil service rating and his opportunities for career advancement will be slow but easily charted. Bob's position will be secure no matter what happens in the marketplace.



***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of differences between the public and private sector.*

### **Student Activities**

1. List one difference between how private companies and public companies operate.
  
  
  
  
  
  
  
  
  
  
2. List one important career goal that you have and cite whether private companies or government agencies can best meet that goal.
  
  
  
  
  
  
  
  
  
  
3. Contact the representative of a local government agency in which you have an interest. Determine some important differences in how this agency works as compared to a private company.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## **MANAGEMENT**

### **Objective**

B12. List reasons why written policies are used in industry.

### **Discussion**

Written policies in business are used to accomplish many goals.

One goal is to provide workers with guidelines on how to conduct work. A truck company, for example, may have a written policy that limits drivers to driving no more than 60 miles per hour. Another written policy may tell a lathe worker to sharpen the cutting tool weekly.

Written policies can also inform the worker about what the company expects in personal conduct. A company may state that a worker can be fired for stealing. Because this policy is written and each worker is expected to read it, there should be no confusion between worker and management about a worker's conduct.

The company also issues written policies which advise the worker of certain rights. Federal law requires each company have a written policy on wages--this written policy is usually posted on a prominent bulletin board.

Written policies are also used to make sure there are no differences in treatment between workers. If the written policy states all plumbers in a company will make \$15 to \$20 per hour, then no new plumber should make less than or more than those amounts.

Written policies are also used as a reference guide. Written policies may inform you where you should take cover if a tornado approaches and who is responsible for first aid or other emergency services.

### **Examples**

1. Thomas has recently been hired by the Acme Box Company. The personnel manager told Thomas that full-time employees were eligible for employee profit sharing. Thomas did not know if he was a full-time employee until he consulted the company's written policies which stated a full-time employee was a person who: a) worked at least 38 hours per week, b) was employed by the company for more than six months.

2. Carlita has been recently hired by the Trans-Sonic Freight Company. During her work a box marked "toxic chemicals" dropped off a truck and broke open when it hit the ground. Carlita found the company's written policies regarding toxic waste spills and followed the instructions.

3. Jeffrey frequently handles heavy boxes in the O'Fallon Airport Warehouse. A written company policy states no one person will lift any weight greater than 80 pounds. Objects that weigh between 81 and 150 pounds must be lifted by two people. Weights greater than 151 pounds must be lifted by a fork lift. When a 155 pound crate arrives for warehousing, Jeffrey knows he must use the fork lift to move the box.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how written policies are used in industry. Provide students with written policies that pertain to your school shop or classroom.*

### **Student Activities**

1. Identify five reasons why companies establish written policies.
  
  
  
  
  
  
  
  
  
  
2. Choose an area in which you have an interest. List an important item regarding that industry which you think should be included in a written policy? Are there any company policies that should be unwritten?
  
  
  
  
  
  
  
  
  
  
3. Contact a company representative in an area in which you have an interest. Obtain a written company policy. What does the written policy expect of the worker? What does the written policy make the company do?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **MANAGEMENT**

### **Objective**

B13. Identify resources available from professional organizations.

### **Discussion**

Professional organizations are groups of people with similar jobs who band together to discuss or resolve similar problems. People who use a specific type of computer may form a user's group to discuss mutual needs. The group may pay an expert to research a problem, and then give the answer to everyone in the group.

Professional organizations can also be used to share technical information. Architects who specialize in designing buildings which are built in earthquake-prone areas will form an organization to share discoveries made by individual members. Many organizations will hold national meetings to discuss important questions faced by the group's members.

Many professional organizations will offer their members special deals on insurance or specialized equipment. The organization will frequently get a lower price on insurance or equipment because it can buy at one time for many members of the organization and receive a group discount rate.

Many professional organizations represent their members to Congress or other law-making bodies. Because the professional organization speaks for a number of people, its views are considered more carefully by lawmakers.

Professional organizations will hire lawyers who have special training in the organization's area. These lawyers can more effectively represent the interests of the individual and the group.

Professional organizations are frequently social gathering places for people who share similar training and interest.

### **Example**

Randy has always wanted to be a professional pilot. Randy joined the Allied Pilots and Owners Association (APOA) which sent him information on how much time and money was needed to qualify for a pilot's license. The APOA told Randy that pilots were needed for commuter airlines in Alaska. Through the organization's catalog, Randy was able to buy discounted specialized flying gear. When Congress wanted to pass a special tax on pilots flying in Alaska, APOA lobbied the lawmaking body and had the proposal dropped. After Randy's airplane struck a fuel truck on his first day on the job, APOA hired a lawyer familiar with aviation law and successfully fought an action by the Federal



Aviation Agency to revoke Randy's license. Finally, each year Randy flew to the APOA's annual convention in Las Vegas to renew old friendships.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of what benefits professional organizations offer in your area.*

### **Student Activities**

1. List six reasons how professional organizations can assist you in your career.
  
  
  
  
  
  
  
  
  
  
2. Of the six reasons why professional organizations are useful, list the ones (if any) which you think would benefit you in your first year on the job.
  
  
  
  
  
  
  
  
  
  
3. Contact a professional organization in an area in which you have an interest. What does the organization offer to you? How much does it cost to be a member? What qualifications do you need to join?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

- B14. Identify how roles and responsibilities in a family business are different than in larger companies.

### Discussion

Working in, or taking over, a family business can be both a positive opportunity and a potential problem for a person.

The positive side is that a person may be able to take over an established company from people who probably want to see you succeed. You will probably not face any competition from an outside person for leadership of the company.

Because you probably have grown up around the company, you are uniquely trained in how it works.

Working for a family business has its unique problems. Your skills and abilities may not be recognized by fellow workers because "your family gave you the job."

You may not be able to advance or change positions easily because your career is influenced by the needs of other family members.

Because you know you will have a certain position in the company, you may not get the type of training or experience needed to be successful in the position.

### Example

Michelle's father and mother founded an arts and craft store in the downtown area of Rolla, Missouri. Because Michelle knew she would one day take over the business, she did not feel she had to go to business school. When Michelle's parents retired, Michelle took over the business. She added new products that did not sell well initially. Michelle's parents came back to the business and overruled many of Michelle's policies.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of differences in the roles and responsibilities in a family business.*

### **Student Activities**

1. Cite one good, and one bad aspect of working in a family business.
2. Would your success at a small company be as readily recognized as your success at a larger company? Briefly describe why.
3. Contact the Small Business Administration. Find out if there are any statistics or information that would be helpful in working within a family-owned business. Describe any other differences you can find.
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_

## MANAGEMENT

### Objective

B15. List benefits a worker can get by participating in meetings.

### Discussion

American companies have gone through a rapid period of downsizing. Whole layers of company bureaucracy have been eliminated. The everyday decision-making authority has been pushed down to line workers.

Coupled with this trend is the management theory of Total Quality Management (TQM). Here, it is realized that the people who perform the tasks needed by a company probably know their job best and are in the best position to make decisions regarding the job. Under TQM, workers performing a certain task will band together to consider changes in how their job is done. Many companies are encouraging this and are setting time aside from the workday for these "quality circles" to meet. A worker who participates in these meetings can receive several direct and indirect benefits.

By participating in meetings, the worker has the opportunity to influence how a job is done. If the worker's job is made easier, safer and faster through a decision made in a meeting, that worker's professional life has been changed for the better. If the task is made more efficient, the company is made that much more efficient and is able to lower its prices or increase its output to better compete in a world marketplace.

By participating in meetings, the worker also has an opportunity to learn how his/her job relates to other jobs in the area. By knowing this bigger picture, the worker has a better opportunity to make better decisions on the job.

By participating in meetings, the worker has an opportunity to learn why certain decisions have been made by management. With knowledge of why a change has been made, the worker can perform his/her certain task in concert with a larger plan.

### Examples

1. Martha works on an assembly line manufacturing televisions. In her job, she must reach down to a lower shelf to pick up a heavy component. In a quality circle meeting, she complains about her back pain. The group discusses this and recommends that she be given additional workspace on the assembly line so the heavy components can be stored at the same level as the television assembly line.

2. Joe also works in the same television assembly plant. He has always wondered why he has to place a knob on top of the televisions that are going by on the assembly line. In a meeting he discovers the knobs are placed there so they can go through a quality check before they are installed. Knowing this, Joe can place the knobs in a location which will make it easier for the quality control inspector to pick up.

3. Myra is manager of the purchasing department at the television manufacturing plant. She was told by the plant director to order more red television cases. This change did not make sense to her until she learned in a meeting that the plant was going to export a number of brightly-colored televisions to the Japanese Elementary School District where the red color would blend in with their festive classrooms.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of the benefits of participating in meetings.*

### Student Activities

1. List three benefits a worker receives when he/she participates in meetings.
  
  
  
  
  
  
  
  
  
  
2. Would a worker who participated in meetings be able to suggest better ways to increase production rather than a person who did not attend meetings? Briefly describe why.
  
  
  
  
  
  
  
  
  
  
3. Find out when the local school board or country commissioners meet. Observe the way these meetings are handled. Contact a local business whose employees conduct regular meetings and ask to observe one of these meetings. Cite three benefits or disadvantages you see about meetings that you see in this research.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.



## MANAGEMENT

### Objective

- B16. List key differences in how a family farm operates versus how another small business operates.

### Discussion

A family farm operates like a family-owned business with a few significant exceptions.

Farm labor is often exempt from most labor law.

The profit margin is small for most family farms. Often consideration for personal property and family tradition may surpass the profit motive.

More flexibility in the types of jobs performed can be required due to the multi-purpose functions of most family farms. These jobs vary in nature from crop production to cattle raising to harvesting fruit.

Work schedules on family farms vary greatly based on a variety of factors including weather, crop or animal growth, and availability of family members to help.

### Example

Tom is hired in the spring as a farm hand at the local farms of the Nelson family. For the first two weeks he plowed and planted row crops for the elder Nelson. He then sprayed an apple orchard for one of the sons before helping him repair the corral and barn. By mid summer he was mowing hay from dusk to dawn trying to harvest it before the next rain storm.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of differences between family farm and small business operation.*

### **Student Activities**

1. List some of the differences between family farm operation and the operation of a small business.
  
  
  
  
  
  
  
  
  
  
2. Describe some of the factors which affect family farm operations.
  
  
  
  
  
  
  
  
  
  
3. Contact the owner of a family farm. Determine how his/her operation is different than a typical small business. Describe how are they similar.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## MANAGEMENT

### Objective

B17. Describe how a company's marketing affects all of its employees.

### Discussion

In order for a company to pay for wages, benefits, taxes, buildings and other business necessities, the company must create a product or service that the public will want to buy. The process that a company uses to communicate the benefits of its products and services is called marketing. Advertising is one form of marketing. The research that a company does to find out what products and services that the public wants is also a part of marketing.

When this research indicates that the public's taste is changing, the company reacts by investigating new products or services. These new products or services may mean new ways of production. If there is a radical change in public taste, a radical change in how the company operates may occur.

When a company changes its marketing direction, many (if not all) facets of the company must change with it. A company may cease to offer a product or service if it is made obsolete by a product made by another company.

### Example

The bottler of a popular soft drink conducts research into why its sales are falling. The research indicates that the company's product has been around for several decades and has lost its appeal to younger soda drinkers. Since younger people buy more than 75 percent of soda consumed, the company decides to redirect its marketing to make the old soft drink appeal to people 8 to 22 years old.

The company changes its bottle shape which affects the glass production part of the business. The company chooses new colors for its logo so the uniforms for delivery people change. Trucks are repainted in these new colors. To get the product into places where 8 to 22 year-olds will be able to buy it, the soda company's sale force explores new areas to place its vending machines.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how marketing affects a company.*

### **Student Activities**

1. Name one effect on a company when its product or service falls out of favor with the public and sales drop.
  
  
  
  
  
  
  
  
  
  
2. Using the example of the bottling company, describe how your job would change if you were in charge of designing store displays for the soda product.
  
  
  
  
  
  
  
  
  
  
3. Contact a local advertising agency. Find out examples of a change in a company's marketing program. How did this change affect the company's employees.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## FINANCE

### Objective

C1. List typical ways a business obtains capital.

### Discussion

Ideally, a company finances its day-to-day operations with capital (money) that comes from the profits of the company's product or services. When a company is new, or if profits are down, or if the company is starting a new venture, that company will need to seek new money for the business.

Some of the typical ways that companies obtain capital include:

1. **Owner financing.** Here, the owner of an enterprise (probably a small company) will use his/her savings or other assets to fund the company's daily activities. Usually the owner is repaid by the profits of the company over time or in a share of the value of the business (called equity). If the company runs into trouble, the owner can lose all or part of the investment.
2. **Partnerships.** Here, the owner of an established business will sell a portion of the company to new investors who become partners in the business. If the company runs into trouble, the partners can lose all or part of their investment.
3. **Bank financing.** Here, the owner of a company will arrange a loan at the bank for a financing need of the company. Bank loans are difficult to obtain because the bank will require rigorous proof that the company will be able to repay the loan. Bank loans are also expensive--banks may require up to 10% of the unpaid balance of the loan be paid in interest for each year the loan is active. If the company runs into trouble, the bank can lose all or part of the loan.
4. **Stock sale.** Here, the owner(s) of a company will sell a percentage (sometimes all) of the company to investors through the sale of stock in the company. Each investor will own a certain percentage share of that company. Usually, this percentage share is small. A large investor may share in the responsibility of running the company by having a seat on the company's board of directors. When the company is profitable, the company issues a dividend to the shareholders. If the company is unprofitable, the investors get nothing. The investors can sell their shares to other investors for more or less money than the original purchase price. The value of a stock goes up or down, depending on how profitable and financially healthy a company is. If the company runs into trouble, the shareholders can lose all or part of their investment.

## **Examples**

1. Chou Li Tueh, a recent emigrant from China, sees the need for a company to buy old auto hubcaps from a junkyard, clean them up, and sell them to car dealerships for a profit. The local car dealers will buy 100 hubcaps at \$10 per hubcap--\$1,000 worth of business. These 100 hubcaps at the junkyard will cost \$5 each, or \$500. Chou uses \$500 from his savings to buy the hubcaps from the junkyard and resells them to the car dealers for \$1,000 resulting in a profit of \$500. Chou puts the original \$500 back into his savings and uses the extra \$500 to buy more hubcaps.

2. Mary owns an established television repair store. Because the price of new televisions has dropped to such cheap levels, no one is willing to pay to fix a broken TV. Mary researches possible new ventures and decides to open an electronics retail store selling new televisions and radios. She will need, however, \$5,000 to remodel her old repair store and an additional \$95,000 to buy the radio and TV inventory she will sell. As she does not have \$100,000, she goes into partnership with Matt. Matt provides the \$100,000 in exchange for 40% ownership of the new business he will run with Mary.

3. Owen has been an auto mechanic for 20 years and has always dreamed of opening his own shop. After work, Owen took business courses at the local community college, researched the local auto repair market, and set aside money to start his business. One day Owen took his business plan to a bank to ask for a \$100,000 loan to buy new equipment and the first six months' rent on a new repair shop. The bank reviewed Owen's financial plan and his expectations for a profit. Because Owen's plan was sound and he put money of his own into the venture (profits from his paid-for house and savings), the bank loaned Owen the money at 8 percent interest for 20 years.

4. The Midway Lumber Company has been opening franchises in different cities for 10 years. With 25 different stores and 500 employees, Midway Lumber is one of the largest privately-owned lumber companies in the midwest. The owners of Midway Lumber see an opportunity to expand into the home construction business. To start home construction companies in conjunction with each of the 25 stores will require \$10 million. To come up with the expansion money, Midway Lumber chooses to change from a private to a public corporation. Sixty percent of the company is sold in an initial stock offering for \$12 million. The original owners now own 40 percent of a much larger company and retain enough ownership to control the board of directors. The expansion into the construction business is a success and dividends checks are sent to all shareholders of the new company, the Midway Lumber and Construction Company.

### ***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies obtain capital.*

## **Student Activities**

1. Identify four typical ways companies obtain capital.  
For extra credit, name additional ways not listed.
  
  
  
  
  
  
  
  
  
  
2. Create a scenario of a company that you might like to own.  
Describe how you would like to finance a major expansion of this company after 10 years of operation. List the major benefits and trade-offs associated with this method of financing.
  
  
  
  
  
  
  
  
  
  
3. Contact the corporate finance officer of a local bank.  
What information and documentation will the bank need about a business before it will loan a substantial amount of money?  
Will the bank require tangible assets?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

## **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.



## **FINANCE**

### **Objective**

C2. Describe the importance of accounting in a business.

### **Discussion**

The reason people form businesses to sell products or services is to make a profit. Even the smallest business has to contend with taxes, suppliers, credit, and other factors which complicate the process of seeing if the business is selling its service or product at a profit. Accounting, the process of keeping track of the income and outgo of money, tells the business leaders if the enterprise is making, or losing, money.

Another important reason why companies account for their money is to pay taxes. Taxes can be very complicated--the federal tax code is a document more than four feet thick. Even small companies will hire an accountant to make sure that all proper taxes (federal, state, county, city, sales, and other taxes) are paid. Failure to pay all taxes, even if you are not aware they should be paid, can land a business person in jail.

One other major reason why accounting is important is to give the business decision makers information to compare different courses of action. An accountant can tell a business person that expanding a certain product will yield an increase of 20 percent profit, but will cost 40 percent more to make in increased worker overtime.

### **Examples**

1. Ron sells bags of seeds to farmers. His profit per bag is \$11. Ron usually leaves the bags of seeds with the farmers along with a bill to be paid within 30 days. In the course of a month, Ron will receive about 20-25 checks from the farmers. Ron's advertising, business rent and fuel for his truck also must be paid each month, but those bills can arrive on a different month. To determine if Ron is making a profit, he purchases a computer accounting program to keep track of his accounts and expenses.

2. Amy sells corporate aircraft for a living. She sells a twin-engine Piper Navajo to a company in Brazil. She must pay the federal government taxes on her profit. She can deduct reasonable expenses from these taxes. To determine which expenses are allowable, she consults a tax attorney.

3. The R.L. Jones Shoe Company plans to unveil a new leather basketball shoe. Company officials narrow the choice of the leather supplier to two companies. One company offers an unlimited amount of an inferior but cheap leather. Another company can almost match the price of the first, but its high-

quality leather is only available in quantity during the autumn and winter months. Company officials use accounting methods to see which alternative will create the most profit.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of typical uses of accounting.*

### **Student Activities**

1. List three reasons why accounting is important in a business.
  
  
  
  
  
  
  
  
  
  
2. Describe how a business person who ignores proper accounting can harm the business.
  
  
  
  
  
  
  
  
  
  
3. Find a copy of the Federal Tax Code in the local library.  
Pick one specific law and describe how the typical business person will have to keep close track of income and expenses to comply with this law.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_.

## **FINANCE**

### **Objective**

C3. Describe key implications for a company which grants credit.

### **Discussion**

Most business make a profit of only six percent. That is, if a company sells \$100 worth of goods, only \$6 of that amount will be profit when all expenses are taken out. Because there is so little profit possible, when a company issues credit, the company is gambling that the increased business that comes from allowing purchases to be made on credit will make up for the people who won't pay their bills or pay slowly.

Another implication of offering credit is how much it will cost to offer that credit. The major bank card companies charge retailers up to 11 percent of the purchase price of an item if that item was bought with a credit card. If a retail company raises its prices 11 percent to cover possible bank card prices, it may price itself out of business.

### **Example**

The Maxwell Tire Company sold an average of \$100,000 worth of tires a month on its strictly cash-and-carry terms. When the company decided to offer credit, almost half of its customers purchased tires on a bank credit card. Little new business came with the change as people only purchased tires when they were absolutely needed. Half of the customers who would have paid in cash opted to make the purchase on their credit card to extend the payback over six or more months. Since the tire company was not paid immediately for its product, its monthly income fell. To cover this cost, the company had to raise its tire prices. Also, because the bank card companies kept 10 percent of the purchase price, the tire company had to raise prices again. Tire customers found a new discount tire store which did not offer credit, but offered lower tire prices.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of the implications of a company granting credit.*

### **Student Activities**

1. List two reasons why it is important to consider what happens when a company grants credit to its customers.
  
  
  
  
  
  
  
  
  
  
2. How can a company lose customers by offering credit sales?
  
  
  
  
  
  
  
  
  
  
3. Compare the prices of a name brand item at a discount retailer which does not offer credit versus that same item in a store that does offer credit. Which item is more expensive?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_.

## **FINANCE**

### **Objective**

C4. Describe how a company estimates and bids for a contract.

### **Discussion**

When you buy something, you want a certain amount quality at the lowest possible price. Companies are the same way. When a company chooses to buy something, it seeks the lowest possible price. The procedure that most companies use when they are seeking to buy something at the lowest price is to invite possible suppliers to bid on the work or product needed. Here, the potential supplier will research the wanted service or product and estimate how much work and materials will be needed to deliver it. Based on this information, the possible supplier will submit a written bid that specifies the work to be done and how much it will cost. The company seeking the work will review this bid and many other bids and choose the lowest bid from the group. The company will expect to see the work done by the chosen supplier to certain minimum standards at the cost specified in the bid. The company will not pay more if the supplier makes a mistake.

When you are estimating and bidding for a job, you must be careful to accurately include everything which has a cost. If you accurately estimate your costs, you will not be surprised later by unexpected costs. If you forget to include something, you will probably have to take those costs out of your expected profit. If you miss too many items, you probably will lose money on the work.

### **Example**

A company decides to build a new building on the outskirts of town. They draw up their plans and invite local contractors to bid on the project. The contractor who can meet the qualifications set by the company at the lowest cost will get the job.

The R.L. Johnson Contracting Company wants the business of making the new facility. The Johnson company estimates how much concrete, steel, wood, insulation, and other materials will be needed to complete the job. The Johnson company must also guess if the prices for these materials will go up or down by the time the company is ready to purchase the materials. The Johnson company then also estimates how much worker time will be needed to complete the project. The estimated hourly wage must be known.

The Johnson company estimated there would be fair weather while construction progressed. However, a windstorm blew down several walls. The damage had to be cleaned up and the work redone. This took about two weeks. The Johnson company had to pay for the extra worker time and replacement materials.

***Note to Instructor.***

*Use your own resources and knowledge of your industry to provide students with other examples of how companies estimate and bid.*



## Student Activities

1. Describe briefly the process of estimating and bidding.
2. Name a factor that can alter the final cost of a project after the estimating and bidding process is completed.
3. Envision that you own a painting company. You know that you must be the low bidder to get the contract to paint the outside of a Columbia office building. Would your bid be the same in the summer as in the winter? Why?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **FINANCE**

### **Objective**

C5. Describe how paycheck deductions affect a worker.

### **Discussion**

Everyone knows the state and federal governments collect taxes. Most taxes that individuals pay come from paycheck deductions. The employer is told by the government to take out a certain portion of a person's salary and send this money to the government.

The amount of money taken out depends on how much tax you will probably have to pay. This is estimated by the government according to your rate of pay, number of dependents, and other factors. If you are responsible for the living expenses of others, and you claim them as dependents when you initially go to work for a company, the government will take out less money from your paycheck. The money taken out of your paycheck and sent to the government is called your "withholding."

At the end of the year employers give their worker's a summary of how much money (withholding) was taken out of their paycheck and sent to the government. The worker uses this information when filing his/her income tax. If your final tax bill is less than the government took out, the government sends you a refund check for the difference. If your tax is exactly the same as what the government kept, you owe nothing more. If your taxes are more than what was withheld, you will have to send a check to the government for the difference.

### **Example**

John receives his first paycheck. He is paid \$10 an hour for a 40-hour week. His "gross" pay (the full amount) is \$400. From this amount, however, the federal government took out \$80 of estimated income tax. The government also took out \$30 for Social Security taxes. Other deductions totaled \$35. When John cashed his check, after deductions, his "net" pay (pay after deductions) was \$255.

### **Note to Instructor**

*Use your own resources to explain how paycheck deductions affect the how much an employee actually earns.*

## Student Activities

1. List three deductions listed in the discussion.
2. What does the term "net" pay mean?
3. Obtain a book about tax deductions from the library.  
Can you make any changes in your withholding that will lower your taxes?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **FINANCE**

### **Objective**

C6. Describe the importance of cost containment in a company.

### **Discussion**

Consumers want the best quality possible at the lowest prices. For a company to provide high quality and low cost, every facet of production must occur in the most efficient way possible. Any cost that is added to the cost of creating goods or services will raise the price to the consumer. If the price becomes too high, the items from a lower cost provider of those goods or services will be purchased in the marketplace.

To make sure that goods or services are being made in the least expensive way possible, companies start cost containment programs. Each facet of the company is examined for possible ways to reduce costs.

If a company is successful at cost containment, its products can be offered at a cheaper cost in the marketplace. If the products are cheaper, then there will be more sales. This will result in more work to be done at the company and, therefore, makes each worker's job that much more secure. Also, the company will have the capital needed to research new products or to invest in more efficient ways to produce old products.

### **Example**

The Toby Metal Company makes clutches for farm implements. For years, the company has been building its clutches in the same way with little thought to reducing costs. One day, Toby's biggest customer did not renew its contract. An overseas clutch maker had underbid Toby and got the business. Toby knew the company would lose other contracts unless it could offer its clutches at the same or a lower price than the new competitor.

Toby began a top-to-bottom examination of its manufacturing practices. It found, for example, that its products were shipped in colorful, but expensive, painted boxes when the less expensive plain boxes would do just as well. The shipping manager found a truck company who would ship the boxes at a cheaper rate.

The company's financial officer examined the firm's healthcare plan and found another plan which offered the same coverage for less money.

By finding every way which costs can be contained, and starting a program that continually looks for ways to keep costs down, the Toby Company was able to lower its product prices and compete with the newcomer from overseas.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of cost containment programs.*

### **Student Activities**

1. Describe one reason why it is important for a company to watch the costs of creating its product or service.
  
  
  
  
  
  
  
  
  
  
2. Describe what part of a company, if any, should not be part of a cost containment plan.
  
  
  
  
  
  
  
  
  
  
3. Many American companies have begun cost containment plans. Look in the library for magazine articles that describe what they did. Do you see anything these companies did that other companies should consider?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D1. Demonstrate a basic math ability.

### **Discussion**

Virtually every job in America requires some use of basic math. A person who accepts a shipment will have to know how to count the number of boxes in the shipment to determine if the correct number has been received. A person who accepts money from customers will have to know how to make change. An assembly line operator may be asked to determine, in percentage, how many of the company's products are defective.

As American industry transforms from a manufacturing emphasis to a service and information emphasis, the requirement of workers to quickly and accurately use basic math skills becomes more important. As layers of management disappear, all facets of the workforce will have to participate in the collection of data and the decision-making process that uses that data.

Specifically, American industry requires that workers know how to count accurately or to estimate a number and know when to count or to estimate. Next on the list is the ability to add and subtract accurately. Some companies have a need for each worker to know how to multiply and divide accurately. The ability to figure percentages is also highly prized by many companies.

Accuracy is the most important aspect of a basic math ability. How quickly these computations are done is also important, but inaccurate math will have serious repercussions for the company.

To many companies, the ability to figure capacity is very important. A gasoline company does not sell its product in inches of gasoline--gallons are used. Companies expect workers not only to know how to figure capacity, but to determine the most appropriate kind of measurement to use. For example, an airliner can hold 200,000 gallons of fuel. This measurement can be converted to pints (there are 8 pints per gallon), but it will confuse everyone to say that an airliner has been fueled with 1,600,000 pints of jet fuel.

### **Examples**

1. Joseph is the Acme Company's newest employee. His job is to drive a fork lift in the company warehouse. Joseph's supervisor is at lunch when a delivery truck arrives. The delivery truck driver insists that Joseph sign for the shipment of 35 boxes of steel casings, 21 boxes of ball bearings and 20 gallons (in four barrels) of oil. As Joseph can count, he identifies the number of each



product, confirms the shipment, and signs the bill of lading and accepts the shipment.

2. The Miller Manufacturing Company makes disc brake components for a large automobile factory. The company asks Sara to join the team that machines the brake discs. The team is working on a way to increase production by 10 percent. Sara has many ideas that could increase production and she knows that 1,200 brake discs are machined per day. Sara is reluctant to tell her team members about her ideas because she doesn't know how many more brake discs have to be made to reach the 10 percent goal.

3. Thomas works for a company that dredges sand from the Missouri River. He is asked to find out how much sand is on a certain barge moored near a small Illinois town. Thomas reaches that barge and discovers it has three 100-ft by 100-ft by 10-ft. holds filled with sand. Not knowing how to estimate, Thomas begins counting each grain of sand. Luckily, a co-worker sees Thomas counting the sand particles. Using the dimensions of the filled barge holds, they estimate how much sand is on the barge.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies use basic math on a daily basis.*

### **Student Activities**

1. List three circumstances in which an employee may be asked to perform a counting task.
  
  
  
  
  
  
  
  
  
  
2. Describe an instance where it is appropriate for an employee to accurately count something and another instance where it is appropriate for an employee to estimate something.
  
  
  
  
  
  
  
  
  
  
3. Read a local newspaper. Find a real-life example of why it is important to accurately use basic math abilities. Write a brief description.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date:\_\_\_\_\_.

## PRODUCTION SKILLS

### Objective

D2. Demonstrate the capability to measure quickly and accurately.

### Discussion

The ability to make quick and accurate measurements is obvious in endeavors such as carpentry, manufacturing or engineering.

In carpentry there is an old saying: *Measure twice and cut once*. This means that if you are accurate in your measuring, and confirm it, you will probably not make costly mistakes in cutting valuable materials.

Proper measurement is becoming more important as the American workplace changes. A sub-contractor in Oregon may be in charge of making a critical flap for a Missouri aircraft company. That sub-contractor may never see the part of the wing that its flap will be attached to. Therefore, the measurements taken to create the flap component must be accurate.

The ability to measure quickly is also important. Time lost to duplicating measurements (beyond a confirmation check) takes away from the time needed to cut or create the product. Also, too many different measurements will be confusing as you will not know which measurement, if any, is the true number.

### Example

Harvey is in charge of building the wire bundle for a new jet fighter aircraft. This wire bundle will go from the pilot's instrument panel to the engine control box near the airplane's tail. Harvey carefully measures the distance once, taking bends and curves into consideration. He then repeats the measurement and comes up with the same number. He then cuts and installs the wires needed.

### Note to Instructor

*Use your own resources and experience in your industry to explain the importance of accurate measurement.*

### Student Activities

1. Describe the consequences of not using the old carpenter's saying, *Measure twice and cut once*.
  
  
  
  
  
  
  
  
  
  
2. Consider the industry in which you have an interest. Cite instances where you may be asked to provide an accurate measure.
  
  
  
  
  
  
  
  
  
  
3. In your local library find a magazine or a book that contains construction plans with precise measurements. Describe how other measurements will have to change if you change one measurement.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

- D3. Demonstrate the ability to speak and write the English language effectively.

### **Discussion**

In the early 1900s, immigrants from many nations crowded manufacturing companies. Many of these immigrants spoke only their native language--Italian, German, French. Since the job tasks in those days were very specific, a non-English speaking person could be shown a task and would perform the task until he or she saw co-workers stop or change duties.

Today, workers are expected to be more than flesh-and-blood machines. Workers are expected to gather and use complex technical information. Today, workers seldom only do repetitive tasks--they receive complex instructions and are expected to carry them out by communicating with other workers or vendors.

A common method of communicating technical information (i.e., the English language) is important for success in today's workplace.

### **Example**

Chu Lu, a recent immigrant from southeast Asia, is a technical expert on electromagnetism. A Rolla, Missouri company hires Chu Lu to update its heavy-lift electromagnet hoist. At a meeting of the committee tasked with recommending equipment changes, Chu Lu explains in English the need to update the electromagnet but uses his native language to describe certain technical aspects of the change. Chu Lu's fellow committee members do not understand these comments and are unable to find effective translations. The committee recommends a course that isn't as effective as Chu Lu's. The committee realized Chu Lu knew a vast amount about the subject, but could not find a way to utilize it.

### **Note to Instructor**

*Use your own resources and personal knowledge about your industry to provide students with examples of the importance of a common technical language.*

## **Student Activities**

1. Cite an example of why it is important to speak a common technical language.
  
  
  
  
  
  
  
  
  
  
2. Form a group of three or four people. Choose a common task like sharpening a pencil or cleaning dishes. Have one person substitute made-up words for most of the key words in your description. Have that student, substituting the made up words for the actual words, try to describe the steps of procedure for sharpening a pencil or washing dishes. List the major misunderstandings that occur.
  
  
  
  
  
  
  
  
  
  
3. Go to the library and find a copy of the Journal of the American Medical Association (or similar technical magazine). Read a story about a technical procedure. Identify those words that you don't understand. Describe, if you had known the definition of the words, how you would have better understood what the story was talking about.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

## **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D4. Demonstrate the ability to listen effectively.

### **Discussion**

There is an old saying that we humans were given two ears and one mouth so that we should listen twice as much as we talk. Many managers would prize that characteristic among his/her employees.

When an employee listens more than talking (particularly a new employee), that employee is more likely to hear all the instructions which are being given. Many of the questions that an employee has may be addressed by the speaker if the speaker is given enough uninterrupted time to finish the communication. Also, by listening fully to what is being said, the listener has the opportunity to consider the non-verbal part of the communication--is someone angry, is there a problem, is the person being spoken to being given additional duties because of past excellent work.

When the person speaking has obviously finished, the employee should then ask questions or verify what was said has been heard and understood.

Employees should expect that the people they talk to will listen carefully to what is being said.

### **Example**

Sally is production manager for a television manufacturing company. In a series of meetings, Sally hears about the plans for a new micro-TV the company will soon be building. For two weeks, Sally hears how the purchasing, marketing and finance components of the company will introduce this new product. When the meetings are finished, Sally goes back to her production team to explain the significance of this product change to their area. Sally's production workers, hearing her first sentence that a medium-sized TV line will be discontinued and moved to another factory, believe their jobs are in peril. They interrupt Sally's discussion with questions about the production line which is shutting down. Sally does not have an opportunity to explain that a new product will be replacing the discontinued product. The misunderstanding continues until 5 p.m. when the employees go home thinking that their factory will close. When they hear later about the true intentions of the company, the employees believe the company's policies have been changed and no longer believe what they are told.



***Note to Instructor***

*Use your own resources and personal knowledge about your industry to provide students with other examples of how effective listening skills are prized in industry.*

## Student Activities

1. Briefly describe an example of effective listening.
2. Using the example cited, what could Sally have done the next day to correctly inform the employees about the production change?
3. Choose a partner and role play. Construct a series of sentences that will tell your partner about a subject of your choice. The last sentence should be a surprise or an ending different than what would be expected at the beginning of the discussion. Describe what happens if your partner interrupts you before you finish your thoughts.
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date:\_\_\_\_\_.

## PRODUCTION SKILLS

### Objective

D5. Demonstrate the ability to use effective negotiation skills.

### Discussion

Many business schools teach students there are three answers to every question: *yes*, *no* or *yes with qualifications*. The *yes* and *no* answers are obvious. *Yes with qualifications* means you agree to do what is being asked but with certain changes in the conditions stated. *Yes with qualifications* can also mean you will agree to do something if the other party provides something of value to you. *Yes with qualifications* is a practical example of using effective negotiation skills in industry.

In the world of business, there are numerous opportunities for negotiation. If a coworker asks you to work an extra hour so he or she can take off early to visit the doctor, you can answer *yes* or *no* or *yes with the qualification*. Your qualification can be that your friend works an extra hour for you the next day so you can take off early.

In most cases, this form of negotiation is part of everyday life and accepted by most people. It is a method in which people can be flexible without being unfairly taken advantage of.

It is possible to use these negotiation techniques unwisely, however. If your normal job duties state you will keep your work area clean, it is unreasonable for you to attempt to negotiate when your supervisor asks you to clean up your area.

### Examples

1. It is raining heavily and Pat is asked by Susan to help her unload boxes from the trunk of Susan's car. Pat does not want to help but says *yes*. Pat becomes soaked from the rain and feels as if she has been misused by Susan. Pat said *yes* when she wanted to say *no* because she did not want to hurt their relationship. However, because Pat is angry at Susan, the two rarely speak.
2. Tom is asked to climb up a long steel beam in the warehouse to secure a cable which has broken off. Tom says *yes*, if he is provided with a safety cable to keep him from falling should he slip.

### Note to Instructor

*Use your own knowledge to provide students with other examples of how effective negotiation skills are used in industry.*

### Student Activities

1. List the three possible answers if you are asked to do something. Which answer is the one that is a practical example of negotiation?
  
  
  
  
  
  
  
  
  
  
2. Using the first example of Pat and Susan, describe a possible result which could have occurred if Pat effectively negotiated with Susan.
  
  
  
  
  
  
  
  
  
  
3. A number of books have been written about techniques a car buyer should use when negotiating with a car dealership. Find and read one of these books. Are there any negotiation techniques which can be used in everyday work instances?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## PRODUCTION SKILLS

### Objective

D6. Demonstrate the ability to manage time effectively.

### Discussion

In business, there is a saying: *time is money*. Everything in a business takes a certain amount of time and that time has a monetary value to a company.

For example, an employee who earns \$10 an hour costs the company \$80 a day (plus other expenses). For that company to make a profit, the value of that employee's output must be greater than \$80 per day.

Industry and business prize employees who use time effectively. These are the people who make the company profitable--and thus allow the company to stay in business, expand and give raises to employees.

Industry and business look for people who do not waste time or devote time to endeavors that do not contribute to the company. Industry looks for people who will work diligently and effectively and not be unduly distracted by personal matters.

### Example

Allen and Pat work for an agricultural production company. They are given similar tasks in researching the needs of peach farmers--a new agricultural product in the area. Allen begins work on the task immediately and diligently works at the task. Pat spends a major portion of the day around the coffee machine stating that there will be plenty of time later to conduct the research. Pat begins working in earnest on the project three months after receiving the project while Allen is almost done. Allen and Pat's boss asks if the project can be expanded to include new cherry farmers in the area. Allen says yes as his project is almost completed. Pat says yes also, so it will not look as if she were wasting her job time. Allen finishes the peach and cherry projects early. Pat works day and night the last few weeks and turns in a sloppy product.

### Note to Instructor

*Use your own personal knowledge to provide students with other examples of how companies value people who manage their time effectively.*

### **Student Activities**

1. Cite one reason why business and industry prize employees who manage time effectively.
  
  
  
  
  
  
  
  
  
  
2. Imagine you are a manager of an agricultural production business. Cite the characteristics you would look in an employee who manages time effectively? What would tell you a person who is not managing time effectively?
  
  
  
  
  
  
  
  
  
  
3. A number of books have been written describing how people can manage their time more effectively. Check out one of these books from the library. What techniques do you see which would help you manage your time more effectively?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D7. Demonstrate the ability to read blueprints and drawings.

### **Discussion**

In some businesses, employees will be asked to refer to blueprints and drawings.

Employees who repair the electrical or ducting service of a building will have to know how to read blueprints and drawings to find problem areas. Construction workers, such as carpenters, plumbers and road workers often use blueprints to explain and follow job related tasks. Supervisors of these workers will most certainly find the ability to read blueprints helpful.

### **Example**

Helen recently completed an addition to her electronics repair company building. The foundation under the addition begins to crumble. Helen hires a foundation repair company to look into the problem. Water seeping under the foundation is causing the erosion. The foundation repair company sends over drawings for Helen to consider the details of the three repair options open to her. She studies the plans and dismisses one immediately because she sees that the re-directed rain water will flow into her neighbor's building. Of the other two drawings, she chooses one because it will create a rainfall catch area which can be landscaped into a pleasant area where her workers can take outdoor breaks.

### **Note to Instructor**

*Use your own knowledge to provide students with other examples of the importance of reading blueprints and drawings.*



### **Student Activities**

1. Cite one example of why some understanding of blueprints and drawings is important.
  
  
  
  
  
  
  
  
  
  
2. List some of the occupations which commonly use blueprints.
  
  
  
  
  
  
  
  
  
  
3. Obtain a library book which contains a blueprint of a building or an addition to a building. See if you can determine what each line on the drawing means.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D8. Demonstrate the ability to perform basic computer operations.

### **Discussion**

Computers are becoming a familiar part of the workplace. Ten years ago, computers were used only by trained experts. Today, because of the need to cut costs, computers are in areas where they have never been before.

Tasks that used to be performed manually by experts are now routinely done by workers using a computer with a specialized program. Ten years ago people would give routine typing tasks to a person who would use a typewriter. Today, most people type their own letters--correcting inaccurate typing skills with the computer's editing capability.

As businesses try to cut costs further, more computers will enter the workplace. As more computers come into the workplace, it will become more important for workers to have basic computer skills. Computing skills have been called the new literacy for a reason--in the next few years virtually all jobs will require some sort of computer skills.

### **Example**

John's agricultural products selling company was being undercut in price by a new competitor. To cut costs, John's company did not replace a retiring office worker who typed invoices and mailed them to customers.

The company not only saved the cost of the office worker's salary, but created a new way to issue invoices to customers immediately upon the sale. John was issued a portable computer and printer. When John made a sale, he would fill out the invoice, print it, and give it to the customer on the spot. To operate the new computer, John had to learn new skills.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of how basic computer literacy is important in today's workplace.*

### **Student Activities**

1. List one reason why computers are entering the workplace at an increasingly fast pace.
  
  
  
  
  
  
  
  
  
  
2. List 5 local businesses which use computers and explain how the computers are used.
  
  
  
  
  
  
  
  
  
  
3. Read the latest issue of a computer magazine to identify a new use for computers. Whose job may be eliminated or changed because of this advance?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date:\_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D9. Describe the importance of deadlines and schedules.

### **Discussion**

Most businesses today do not receive money from their customers until the product or service has been delivered. As everyday costs for a business--salaries, rent and other costs--go on regardless, it is important for businesses to quickly make the product and put it into the customer's hands. For this to happen, every employee must adhere to deadlines and schedules. Any employee who is late with part of the product or service to be delivered will cause the product or service to be delayed--therefore, the company won't be paid until it is in the hands of the customer.

Another reason why deadlines and schedules are important in industry is because most companies employ a number of people working on parts of a project. For the project to be completed on time, all members of the company must have all these parts completed at a predetermined time. Any delay in one part will affect all the other parts.

### **Example**

The Thomas Trucking Company was awarded a big contract to ship electronics parts from the factory in Springfield to the port of Savannah, Georgia. At that port, on a certain date, a transport ship was to leave for a city in Japan. The electronics parts are to be on that ship to arrive in Japan at a certain date where a new type of television is going to be manufactured. The Thomas Trucking Company, because of a delay caused by a snowstorm, delivered the parts to Savannah a day late--12 hours after the ship set sail for Japan. The Japanese company did not get the electronic components on time and its factory sat idle until a new shipment could be arranged.

### **Note to Instructor**

*Use your own resources to provide students with examples of the importance of deadlines and schedules in industry.*

### **Student Activities**

1. Describe one reason why companies rely on employees meeting deadlines and schedules.
  
  
  
  
  
  
  
  
  
  
2. Using the example cited, speculate on what the Japanese company would do to the American electronics company. What would the American electronics company do to the Thomas Trucking Company?
  
  
  
  
  
  
  
  
  
  
3. Choose a common task in an area in which you have an interest. How is that task dependent upon others? How are others dependent upon that task being done on time.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D10. Demonstrate an ability to use team player skills.

### **Discussion**

Twenty years ago, many American workplaces still relied on employees to do repetitive tasks. Today, those tasks are being done by machines and computers. Employees today are asked to contribute their thinking skills to a company as well as their technical expertise.

As companies rely more on the skills of employees, more companies are forming quality circles or work teams. In quality circles and work teams a number of employees with related tasks will get together to discuss how improvements can be made or how to solve problems. Since companies are relying more on these work teams, and less on middle management, it is important that each member of the work team have team player skills. Each person understands the success of the team means success for the company overall. If the company is successful, then the individual's job is more secure.

### **Example**

The West Haven Products Company makes fenders for a popular American car. West Haven's metal stamping presses are inadequate to fulfill the demand and the company asks the metal stamping employees to form a team to investigate what new equipment, if any, should be purchased. The employees form a group and delegate tasks to each member--one member looks into financing while another investigates modifying existing equipment and another looks at new equipment. Each member reports to the group and the group decides on the best course of action. This course is recommended to management.

### **Note to Instructor**

*Use your own resources and knowledge of your industry to cite other examples of how team work is becoming more important in today's workplace.*

### **Student Activities**

1. Describe one factor that is causing companies to expect greater teamwork skills from its employees.
  
  
  
  
  
  
  
  
  
  
2. Using the example cited, briefly describe how the new equipment team could assist in purchasing, setting up and establishing a training procedure for the new equipment.
  
  
  
  
  
  
  
  
  
  
3. The popular writer Tom Peters has written a number of recent books about how American companies are implementing teams in all aspects of American companies. Obtain and read one of these books. What teaming procedures would you like to become involved with in your first job? What teaming procedures do you not like?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.



## **PRODUCTION SKILLS**

### **Objective**

D11. Demonstrate the ability to use supervisory and delegation skills.

### **Discussion**

American companies of 20 years ago relied on an almost military-style of management. A new employee reported to his/her supervisor, that supervisor reported to a department manager who reported to a group manager who reported to vice president who reported to an executive vice president who reported to the president. The president, in turn, reported to the board of directors who were responsible to the company's stockholders. All decisions started at the top and went rigidly down the line until it reached the person who was to implement the decision.

Two things have changed this style of management for many companies. First, it has been realized that the best person to make a decision is frequently the person doing the job--not a manager far removed from what is actually happening. Second, because of the need to cut costs, companies have eliminated many layers of management. For these two reasons, more responsibility is falling on "average" employees. These employees are often asked to participate in teams and make decisions previously made by management only.

Because a greater percentage of a company's workforce is becoming involved in decision making, the need for people to work together to accomplish a shared project is becoming more important. In many cases, people who have no training or experience in delegating authority or supervising, are finding themselves in those roles.

Effective supervisory and delegation skills rarely exist naturally in people. These are skills that have to be learned.

There are many ways that a person can prepare himself/herself for supervisory duties. A number of books have been written on the subject. Many companies offer seminars and many community colleges offer classes.

### **Example**

Mary Beth is the darkroom technician in a medium-sized printing company. She is part of a team looking into new ways to modernize the company. The team makes a decision to use new computer technology in all facets of the business. Because Mary Beth has special knowledge about the darkroom, she is assigned to lead a team of purchasers and others to investigate what equipment is best suited for the company, and the best way to implement the change.

Mary Beth is intimidated by directing the group of purchasers. While Mary Beth wears bluejeans and a sportshirt--appropriate attire for work in a photographic darkroom, the purchasers wear business attire and are college-educated.

Mary Beth has studied some of the techniques of supervision and delegation. Since she knows what needs to be accomplished, she uses the right techniques to organize her team and set deadlines.

***Note to Instructor***

*Use your own personal knowledge of your industry to provide students with other examples of how supervisory and delegation skills are becoming more important in industry.*

### Student Activities

1. Name two reasons why American companies are changing from a military-style of management to one that encourages "average" workers to exercise supervisory and delegation skills?
  
  
  
  
  
  
  
  
  
  
2. Using the example cited, name a potential problem which could arise as Mary Beth supervises her team. Describe how you would handle this problem?
  
  
  
  
  
  
  
  
  
  
3. Create a team like the one described in the example. Each member should choose a part and role play how the character would probably react. Note the problems that occur when you are assigned the task of becoming a team leader.

### Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D12. Demonstrate the ability to utilize good public speaking skills.

### **Discussion**

In the first part of the Twentieth Century, most workers were little more than human machines performing repetitive tasks. Today, machines perform those tasks and employees are performing work that machines cannot do--analyze information, establish goals, bring together resources, make decisions, and see that the goal is reached.

To accomplish these new tasks, employees are finding themselves in work teams, advisory committees, and other groups where they are charged with obtaining and evaluating information.

If a person is on a team and conducts research into a new area, that person becomes the company's expert in the new area. It follows that this person will be asked to share new information about this area with other team members. Sharing this information usually occurs in two ways: a written report or in a verbal report.

In many cases, the employee will be asked to stand in front of a group and talk about a subject. This person is expected to organize the information, use any visual or other information to help illustrate the points, stay within the time frame and format appropriate to the situation, and then be able to answer questions from the audience.

Public speaking scares most people. Good public speaking skills can be learned and become sharper with practice. As information skills become more important in the workplace, more employees will be asked to do some sort of public speaking.

### **Example**

John is head nurse for a large hospital. New techniques for handling hazardous materials have recently been adopted by government agencies. John attends classes and seminars on these new procedures.

When John gets back to his hospital, he calls a meeting of the nursing staff to brief them on the new regulatory changes. John begins his talk with a discussion on current hospital practices and the intent of the new laws. He briefly states each new change and refers to a series of slides that he has prepared to illustrate each point in depth. John then hands out a draft report on changes to be recommended to the hospital administration and details how the staff can

comment on these changes before they are submitted to the hospital administration. In conclusion, John asks for questions from the audience.

***Note to Instructors***

*Use your own personal knowledge about your industry to describe how effective public speaking skills are becoming more important in today's industry.*

### **Student Activities**

1. Describe how a typical verbal report should be organized.
  
  
  
  
  
  
  
  
  
  
2. Using a job position in an industry in which you have an interest, describe a situation in which you may be asked to speak before a group. Describe how you would like your information to be organized.
  
  
  
  
  
  
  
  
  
  
3. Good public speaking is an acquired skill. That is, the more you do it, the better you get. What opportunities do you have to practice public speaking? What special knowledge do you have that other people may wish to hear?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D13. Describe the importance of using troubleshooting techniques.

### **Discussion**

In the first part of the Twentieth Century, most workers were little more than human machines performing repetitive tasks. Today, machines perform those tasks and employees are performing work that machines cannot do--analyze information, establish goals, bring together resources, make decisions, and see that the goal is reached.

One thing a human can do better than a machine is troubleshooting. When an unexpected problem arises, someone has to analyze the problem and take corrective action. Troubleshooting is not a random course. It is a definite series of events which are accomplished: analyze the problem, gather the resources (such as technical manuals) needed to conduct troubleshooting, discover clues about the problem, develop an hypothesis about what the problem is, verify that hypothesis through other investigation, determine the best corrective action, implement that corrective action, and then check to see if the problem has been corrected.

As companies downsize, the employees who are left will be expected to assume more troubleshooting responsibilities.

### **Example**

Edward has been receiving a number of complaints about his company's printing being damaged in shipment. Specifically, the corners of many printed items have been smashed by the time the customer opens the box.

Edward begins a troubleshooting process to determine the problem. He gathers the resources that will help him investigate the cause (the company manual that describes how printing jobs are completed and shipped). Using that resource, he follows the path of a job from printing. He follows a job through drying and cutting. He watches how the shipment is counted and wrapped. He watches it go to the loading dock and even follows the truck to the customer. During this process Edward notices the door through which each shipment travels seems too narrow for oversized jobs. Edward checks the complaints and sees that only oversized jobs have suffered smashed corners. Edward watches the next oversized job go through the doorway and sees a corner banged against the doorjamb as it passes through. The doorway is widened and the smashed corner problem disappears.



**Note to Instructor**

*Use your own knowledge of your industry to give students other examples of how troubleshooting is used in business and industry.*

### **Student Activities**

1. Describe the process of a typical troubleshooting procedure.
2. Do you think that Edward could have added anything to his troubleshooting procedure? Why?
3. Your oven at home does not work. Describe how you would use a troubleshooting procedure to determine the cause and fix it.
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

### **Student Activities**

1. Describe the process of a typical troubleshooting procedure.
  
  
  
  
  
  
  
  
  
  
2. Do you think that Edward could have added anything to his troubleshooting procedure? Why?
  
  
  
  
  
  
  
  
  
  
3. Your oven at home does not work. Describe how you would use a troubleshooting procedure to determine the cause and fix it.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D14. Cite how one job is inter-related with other jobs.

### **Discussion**

In the late 1890s, blacksmiths worked alone. They fixed wagon wheels, made horseshoes and created metal products with little more than a hot fire, basic tools, an anvil, and a knowledge of metalwork.

In the 1990s, most workers do not conceptualize, design, build, and market their own products. We generally contribute one part of a product and pass it on to someone else who contributes another part. The most obvious example is an assembly line, but virtually all jobs are interdependent on others as technical skills become more specialized.

The knowledge that our jobs are interdependent is becoming more important in today's workplace. As layers of management are eliminated, the remaining workers are asked not only to perform certain tasks, but to contribute (through teams) to how jobs should be organized. When new equipment or techniques are created, it is often the workers themselves who are asked to evaluate its possible use. For a worker to make these decisions, it is essential that each person have a knowledge of how each job relates to other jobs to produce an end product.

### **Example**

Marvin moves beds and other equipment in a hospital. All he knows about his job is that every morning he reads a memo describing what equipment should be moved and to where. Marvin moves the equipment from the basement warehouse to where it needs to go. When the morning memo tells him to move it back, he moves the equipment back to the warehouse.

Marvin is asked to join a team looking into ways to reduce the hospital's skyrocketing housecleaning costs. Marvin is puzzled that he would be asked to join this team--his job seemingly has nothing to do with housecleaning.

In the team meeting, Marvin finds out the location in which he leaves his equipment often makes it impossible for that area to be cleaned. Housecleaning, therefore, has to send a person, on overtime, to clean this area after the equipment has been removed.

By knowing the relationship between how Marvin does his job and housecleaning, Marvin suggests housecleaning perform its duties one hour earlier and he move equipment out of the warehouse one hour later. In this way,

the spots in which he leaves his equipment are empty when the cleaning staff is there. Through this action, that portion of the housecleaning overtime can be eliminated.

***Note to Instructor***

*Use your own knowledge about your industry to give other examples of how industry values people who know how their job is interrelated with other jobs.*

### **Student Activities**

1. Describe one reason why a person should know how his/her job is interrelated with others.
  
  
  
  
  
  
  
  
  
  
2. Describe how jobs are interrelated in a typical factory.
  
  
  
  
  
  
  
  
  
  
3. Using an example of an industry in which you have an interest, can you cite any benefits of knowing how one job is interrelated to others? Is there a benefit in cross training, for example?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D15. Demonstrate the ability to obtain technical information.

### **Discussion**

American workers are often asked to work with equipment and machines which are highly complex. It is impossible for a person to know everything about a sophisticated machine. When something unexpected happens, the first course of action is to refer to the technical manuals which come with the machines. In these manuals many problems are described as well as the best method for dealing with the problem.

### **Example**

The Maxwell Office Equipment Company recently added new computerized cash registers to its showroom. Frequently, the cash register stops operating in the middle of a transaction. Each time the salesclerk calls the computer company's repair staff and a repair person comes out to fix the problem. The cost of this repair visit is about \$150 per visit.

At the end of the fiscal quarter it is discovered that more than \$3,600 was spent in repair visits. It is discovered that most of the computer problems are described in the computer's operating handbook. By performing the troubleshooting tasks indicated in the handbook, the computer problem is often fixed in a few minutes. By referring to the handbook, rather than calling a technician immediately, the company saved several thousand dollars per year. In fact, by reading the operators manual, the store clerks discovered new ways to use the computer which ultimately saved the store even more money.

### **Note to Instructor**

*Use your own personal knowledge of your industry to give students other examples of why it is important to refer to technical manuals.*



## **Student Activities**

1. Since it is impractical for a worker to know everything about a complex machine, name a practical resource that the worker can refer to in order to obtain more information when a problem occurs.
  
  
  
  
  
  
  
  
  
  
2. In the example, the computer's operating manual was available to the worker. Describe what would have happened if this manual had been thrown away when the computers were installed.
  
  
  
  
  
  
  
  
  
  
3. Consider an industry in which you have an interest. List technical references you think could be useful.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

## **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PRODUCTION SKILLS**

### **Objective**

D16. Identify certification requirements for a specific job.

### **Discussion**

Every job requires certain skills. Some jobs require skills most people acquire through everyday living. Other jobs require skills which take years of classroom and practical work to develop.

People who perform a job that requires exact skills may be asked to become certified in that job. This means a person needs to take special training and demonstrate these special abilities before a recognized organization which specializes in that field. Medical doctors, for example, must demonstrate a great range of skills before they are certified (licensed) to practice medicine. Airplane pilots show they can perform certain skills before they are certified to operate in the nation's airspace. Certification requirements are designed to keep people who do not have the needed skills from entering into certain highly technical areas.

Many jobs require certification. If you have an interest in a certain position which requires certification, you will be asked to demonstrate the special abilities needed to perform that job. You may also be asked to take additional training during your career to maintain your certification.

Certification is usually granted by an association of experts in a certain technical area. This is an example of an industry regulating itself. In some cases where the public's welfare is at stake, the federal government will set the certification standards.

### **Example**

Terry has always wanted to be an air traffic controller. To enter this profession, he took two years of specialized training and was an intern at a small city airport for another year. At the end of this period, he was licensed to be an air traffic controller for airports with fewer than 100,000 airplane movements per year.

As Terry became experienced, he took additional training that allowed him to be licensed to work at bigger airports. In ten years, he was an air traffic controller at St. Louis Lambert Field, one of the nation's busiest airports. To continue working at this demanding position, Terry took regular training to keep his certification for working at a very busy airport.

***Note to Instructor***

*Use your own personal knowledge of your industry to provide students with other examples of why certification is important in your industry.*

### **Student Activities**

1. Briefly describe why certain jobs require certification.
  
  
  
  
  
  
  
  
  
  
2. True or false: does an agency that grants certification in an area only grant one level of certification?
  
  
  
  
  
  
  
  
  
  
3. Choose a job in an area in which you have an interest and requires certification. List the certification requirements and indicate who grants the certification.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## PRINCIPLES OF TECHNOLOGY

### Objective

E1. Describe the key characteristics of the technology used in your industry.

### Discussion

There are many types of technologies. Some technologies are based on mechanical things. Other industries rely primarily on computers and electronic devices. Some technologies rely more on the skills of people while some technologies occur virtually automatically. Companies can rely on older technology as well as the latest state-of-the-art. Many companies rely on a variety of technologies.

Each type of technology has certain characteristics. An older and established technology, for example, will probably undergo few changes during a period of time. A technology that is on the cutting edge will probably change rapidly. Many technologies require a high degree of technical skill and rely on licensed practitioners. Other technologies have looser standards.

By knowing the characteristics of the technology prevalent in your area, you can make informed decisions about your career. If the technology in your area, for example, changes rapidly, you will need to develop a strategy of personal continual training to keep up with the changes. If the technology demands highly technical skills which are heavily regulated, then a course of action to become certified and maintain that certification is necessary to continue working in that field.

By knowing the characteristics of the technology in your area you can also evaluate the longer-term prospects for your career. In the past decade the shift from a manufacturing-based economy to an information-based economy has disrupted the career plans of many. Because of the ease in which capital, communications and products can flow across international borders, there is even a greater possibility of economic dislocation in the next ten years. Knowing the direction an industry is going (and the characteristics of its technology is one factor) is an important way to help plan your career.

### Example

Randy began working as a computer salesperson more than 10 years ago. He was the company's leading specialist in mainframe computers--the only computers then that could handle the needs of business. When the smaller desktop computers came onto the scene, Randy thought little about them. He called them toys, as did many of his business customers, because the desktop computers were expensive and did little.

Randy concentrated on learning more about the large mainframe computers even as the desktop computers became cheaper and more powerful. Randy did not bother to study anything about desktop computers even when they began to erode sales of the larger mainframe computers. Randy did not realize that a strong characteristic of the computer industry was rapid technological change.

When desktop computers captured more than 50 percent of the market with its growth expanding at a rapid pace, Randy's company suddenly decided to close its mainframe operation and concentrate on building more desktop computers. As Randy did not have the ability to rapidly shift to the new technology, he saw new employees hired to fill his sales position while Randy was forced to go back to computer school to learn about the new products.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies the key elements of technology.*

### **Student Activities**

1. True or false: all companies rely on technology at the same rate and there is little possibility for rapid and unexpected change.
  
  
  
  
  
  
  
  
  
  
2. Describe how you would change your career strategy in an industry where there is rapid technological change versus a company where technological change is very slow.
  
  
  
  
  
  
  
  
  
  
3. Choose an industry in which you have an interest. Find a trade magazine (in the library) that is 10 years old and note the technology being used then. Find the current issue of that same magazine. Describe the differences in how that industry used technology then and now.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.



## PRINCIPLES OF TECHNOLOGY

### Objective

E2. Describe the importance of analyzing new equipment for possible use.

### Discussion

American companies of 20 years ago relied on an almost military-style of management. A new employee reported to his/her supervisor, that supervisor reported to a department manager who then reported to a group manager. This person reported to vice president who reported to an executive vice president who reported to the president. The president, in turn, reported to the board of directors who are responsible to the company's stockholders. Here, all decision started at the top and went rigidly down the line until it reached the person who was to implement the decision.

Two things have changed management style for many companies. First, it has been realized that the best person to make a decision is frequently the person doing the job--not a manager far removed from what is actually happening. Second, because of the need to cut costs, companies have eliminated many layers of management. For these two reasons, more responsibility is falling on "average" employees. These employees are often asked to participate in teams and make decisions previously made by management only.

Because a greater percentage of a company's workforce is becoming involved in decision making, "average" employees are asked their opinion about new equipment in areas where the employee works or has expertise. It is not uncommon now for an employee working at a job to be asked to investigate new ways of doing that job and be given decision-making power in any implementation.

Taking an active interest in your job and the technical aspects of your industry may prove useful to your employer. Reading industry related magazines and articles can keep you updated on new technical and scientific trends within your profession.

### Example

For 10 years Karen worked in the data entry department of a wholesale foods company. Her job was to take handwritten orders and keyboard them into a machine called a key punch machine. This key punch machine turned Karen's typing into a series of holes punched into cards. Thousands of these cards were used to enter the data into a huge mainframe computer. The process was cumbersome and prone to error.

When the key punch machine broke down, the company decided to replace it with a newer model. Karen was asked to join the team which would evaluate what equipment should be purchased. Because Karen had read years of computer magazines and knew what should happen in her department, she recommended a new type of direct-entry computer.

***Note to Instructor***

*Use your own personal knowledge about your industry to provide students other examples of the importance of continuously upgrading job skills.*

### **Student Activities**

1. Briefly describe the two reasons why management looks to the experience of its employees in evaluating new equipment.
  
  
  
  
  
  
  
  
  
  
2. What are some of the ways you can keep up with change in your industry?
  
  
  
  
  
  
  
  
  
  
3. Choose an industry in which you have an interest. Find the leading trade magazine for that area. Note the new equipment being discussed in that magazine. Briefly describe how this information can be a resource should you be asked to help evaluate new equipment.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## PRINCIPLES OF TECHNOLOGY

### Objective

E3. Describe the importance of continuously upgrading one's job skills.

### Discussion

The pace of technological change has never been faster. In the 1800s, a blacksmith could live from childhood to old age without seeing a major change in lifestyle. Today, the total of human knowledge is doubling every four years and the tools that people use to do their jobs is changing accordingly.

Ten years ago, secretaries still typed letters on typewriters. Today, secretaries type letters on computers. In a few years, there will be few paper letters as most businesses will be communicating by electronic mail. Soon after that, secretaries will be gone as voice recognition technology will create, keyboard, edit, and transmit the letters automatically.

Because the typical employee can expect significant technological change, each employee should develop skills to learn about and accommodate expected change.

### Example

In the 1930s, airplanes were made of wood and steel tubing. In 1933, a process of making airplanes out of aluminum was introduced. This new process resulted in airplanes being lighter and, thus, carried more weight and flew faster.

Because there were so few the new aluminum airplanes in the remainder of the 1930s, airplane mechanics did not bother to purchase the new equipment and develop the new work skills to accommodate the new technology. Their shops in 1940 looked as they did in 1930.

The explosive technological change that occurred during World War II rapidly replaced the wood and steel tube airplanes with aluminum ones. Mechanics that did not upgrade their skills and equipment found little new work.

### Note to Instructor

*Use your own personal knowledge about your industry to provide students other examples of the importance of continuously upgrading job skills.*

### Student Activities

1. True or false, the pace of technological change has changed little in the last 100 years.
  
  
  
  
  
  
  
  
  
  
2. In the Discussion, the changing roles of secretaries is described. Do you think this change will result in more or fewer secretaries being hired?
  
  
  
  
  
  
  
  
  
  
3. Choose an industry in which you have an interest. Find the leading trade magazine for that industry. Find a copy of that magazine in the library files at least 10 years old. Compare the issues talked about in the two magazines. What is the single most important change you notice?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## PRINCIPLES OF TECHNOLOGY

### Objective

E4. Describe the importance of adaptability and learning from experience.

### Discussion

American companies of 20 years ago relied on an almost military-style of management. A new employee reported to his/her supervisor, that supervisor reported to a department manager who reported to a group manager who reported to vice president who reported to an executive vice president who reported to the president. The president, in turn, reported to the board of directors who were responsible to the company's stockholders. All decisions started at the top and went rigidly down the line until it reached the person who was to implement the decision.

Two things have changed this style of management for many companies. First, it has been realized that the best person to make a decision is frequently the person doing the job--not a manager far removed from what is actually happening. Second, because of the need to cut costs, companies have eliminated many layers of management. For these two reasons, more responsibility is falling on "average" employees. These employees are often asked to participate in teams and make decisions previously made by management only.

Because workers today are not expected to be flesh-and-blood machines but important contributing members of the organization, employees are expected to be adaptable and learn from experience. A worker with an equipment problem may not be able to go to a manager for the solution if the manager's job was eliminated. The worker is expected to take the initiative and do what is necessary to fix the problem.

### Example

Joe, Mary and Tom work on the loading dock of an electrical supply company. In the winter, cold air and snow blows in from an unused truck loading dock. Joe, Mary and Tom take the initiative and fasten an unused canvas sheet over the opening. The action helps keep the team more comfortable in the winter and saves the company money by reducing the heating bill.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how it is important to be adaptable and learn from experience.*

### **Student Activities**

1. List two reasons why workers are being asked to be more adaptable in a business area in which you have an interest.
  
  
  
  
  
  
  
  
  
  
2. What are some changes in an industry which would cause workers to have to adjust their daily tasks?
  
  
  
  
  
  
  
  
  
  
3. Choose a job in an industry in which you have an interest. Give examples of how you can be adaptable in a job in that industry.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.



## PRINCIPLES OF TECHNOLOGY

### Objective

- E5. Describe the importance of acquiring and analyzing information effectively and making sound decisions.

### Discussion

Many large companies ten years ago had a person in charge of every detail of that company's operation. If a typewriter broke, a person in charge of collecting and fixing that machine was dispatched to take care of the problem.

To be competitive in the global marketplace, American business has eliminated many of these specialized positions. The employees who are left must assume many of the duties of these eliminated jobs. Often, these duties are in areas in which the employee may have no direct experience.

Many employees today are expected to assume the responsibility to go outside of their immediate job areas to accomplish what needs to be done in a company. To do this, the employee has to know how to find the information that will help, how to analyze it, and then to use it to make sound decisions.

The process of acquiring and analyzing information before making a decision is important. No one expects an employee to automatically know everything about a situation or a problem. What is expected is the ability to find the information (in technical manuals or other sources) that will help educate the employee. The employee is then expected to analyze that information and use it to make a good decision.

### Example

Mary helps run a health care maintenance operation. She notices that clients must fill out several forms requiring the same information. This, she notices, is an unneeded burden to someone who isn't feeling well and causes duplication of effort in her office.

Mary consults a number of trade magazines to find out what other ways there are to handle client forms. She looks at ways other companies handle this aspect of information gathering. Mary finds out who needs what information in her organization and how it is handled beyond the front desk where she works.

With this information acquired, Mary thinks about which ideas, if any, can help her change the way she handles her forms. She thinks an idea she read about in a magazine will work if combined with another idea she learned from a discussion. After analyzing the information, Mary creates a new form that is shown to everyone in the office. After changes, the form is used on a test basis

for three months to see how well it works. With some changes indicated through the test, the form is adopted permanently and clients spend less time filling out forms.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of how employees should acquire, analyze and use information to make good decisions.*

### **Student Activities**

1. Describe a reason why American companies are asking their employees to acquire and analyze information to make good decisions.
  
  
  
  
  
  
  
  
  
  
2. Choose a job in an industry in which you have an interest. Choose something that you think will improve how that company works. Describe how you would acquire and analyze the information.
  
  
  
  
  
  
  
  
  
  
3. Using the information that you acquired and analyzed in question 2, what action would you take? Defend your decision.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## PRINCIPLES OF TECHNOLOGY

### Objective

E6. Describe the importance of cross-training.

### Discussion

Many large companies ten years ago had a person in charge of every detail of that company's operation. If a typewriter broke, a person in charge of collecting and fixing that machine was dispatched to take care of the problem.

To be competitive in the global marketplace, American business has eliminated many of these specialized positions. The employees who are left must assume many of the duties of these eliminated jobs. Often, these duties are in areas in which the employee may have no direct experience. Today companies need employees with experience in several kinds of skills, employment candidates who can demonstrate that they are cross-trained in several areas will have an edge.

Cross training means that you are an expert in your area, but know a lot about other areas related to your job. A carpenter who also knows something about plumbing is more valuable to an employer than someone with carpentry skills alone.

### Example

Alexander is an electrician who is an expert at installing power cables. He also knows a lot about designing and installing data cables for computer networks. Any company with a need for an electrician and a person with computer cabling skills would look seriously at Alexander's employment application.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with other examples of how companies value people with cross training.*

## Student Activities

1. Briefly describe why companies value employees who are cross-trained.
2. Cite a working definition of cross training.
3. Choose a job in an area in which you have an interest. Briefly describe the job duties. What opportunities are there for you to be cross trained?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **LABOR**

### **Objective**

F1. Describe the importance of a written job description.

### **Discussion**

Modern businesses are intricate creations. Each member of a business team has a job that contributes to what the company sells. Each job is also interrelated to other jobs.

Two jobs which appear to be similar may have significant differences which affect how the company sells its product or service. Another job may not appear to fit in neatly with other related jobs.

Employers create written job descriptions for a number of reasons. Written job descriptions tell employees exactly what is expected. Written job descriptions can also tell who should be handling a situation if questions arise.

From the employee's point of view, a written job description should be obtained before the first job interview. The candidate can consider what the job requires and prepare to answer questions about his/her ability to meet the requirements. Later, after the candidate becomes an employee, the written job description helps determine priorities and how the job is accomplished. If there is a question about who was responsible for what, the employee can use the written job description as a reference.

A written job description is also useful for an employee if he/she is asked to expand job duties. The employee can point to the agreed-to job description as a negotiating point to refuse the additional duties or ask for additional salary.

### **Example**

Francis is hired as a transportation coordinator. His job is to coordinate shipments of produce from grower to supermarket via a fleet of trucks.

When Francis was hired, he reviewed the written job description. He saw that the job required hard work and long hours. He agreed even though he thought the pay was too low for the amount of work required.

Francis is told by his boss that he will take over the duties of a laid-off employee. His boss tells Francis that both positions were originally the one and that the laid-off person was employed only long enough to train Francis.

This would double Francis's workload and he refuses, pointing to the written job description. Francis and his boss negotiate. A new job description is written which encompasses part of the new job at an increased salary.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of the importance of written job descriptions.*



### **Student Activities**

1. What is a written job description?
  
  
  
  
  
  
  
  
  
  
2. How is a written job description useful to an employee?
  
  
  
  
  
  
  
  
  
  
3. Contact a local company's human relation's representative.  
Obtain a written job description for one of their positions.  
List what the job requires.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **LABOR**

### **Objective**

F2. Describe the importance of knowing your rights as a worker.

### **Discussion**

In the early days of the Industrial Revolution, workers were little more than flesh-and-blood machines. There were no unions, no government agencies and no social agencies to look after worker rights. If a worker did not do exactly what his/her boss said, that worker could be fired and replaced by a hungry newcomer.

Today, the relationship between employee and employer is regulated in a number of ways. In many areas, unions have negotiated with management to guarantee a certain number of worker rights. State governments have enacted laws that affect how workers do their jobs. The federal government has enacted numerous laws regarding the workplace. These laws are administered through agencies such as the Occupational Health and Safety Administration, the Environmental Protection Agency, Bureau of Labor Standards, and others.

Employers are required by law to post notices in prominent locations in the workplace that describe major worker rights. These notices give the worker the location of resources to find out details about these rights and resources through which a complaint can be made. Many government agencies have telephone hotlines that can help workers with individual questions.

### **Example**

The Occupational Health and Safety Administration (OHSA) has definite regulations on a number of common workplace actions. OHSA details how certain potentially hazardous materials should be handled and by whom. It details how many steps a step ladder can have before a second person is required to steady the ladder.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide additional information about the importance of worker rights.*

### **Student Activities**

1. Name three agencies that help enforce worker rights.
  
  
  
  
  
  
  
  
  
  
2. What is one of the most immediate way in the workplace to find out what your basic rights are.
  
  
  
  
  
  
  
  
  
  
3. Contact a government agency that deals with worker rights.  
Obtain some brochures which describe worker rights.  
List some of the rights you see as significant in the work area in which you have an interest.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **LABOR**

### **Objective**

F3. Describe the role labor organizations play in your industry (if any).

### **Discussion**

In the early days of the Industrial Revolution, workers were little more than flesh-and-blood machines. There were no unions, no government agencies and no social agencies to look after worker rights. If a worker did not do exactly what his/her boss said, that worker could be fired and replaced by a hungry newcomer.

Today, the relationship between employee and employer is regulated in a number of ways. In many areas, unions have negotiated with management to guarantee a certain number of worker rights. It was because of unions that most Americans work a 40-hour week and have two-week vacations. Many health care programs for workers were won by unions. Job safety was an issue introduced by the unions.

Unions are a group of people who have formed an association. Most of these associations are made up of workers who have similar or related jobs. These people form for a common purpose.

Today, the unions are a force in only a few manufacturing jobs. As America has evolved from a manufacturing economy to a service economy, the number of employees who have union affiliations have been dramatically declining. Unions have not been as successful at organizing office, healthcare, and other professions as well as the manufacturing sector.

A person who is represented by a union deals with his/her employer in a fundamentally different way than other employees. The unionized person is represented by the union in negotiations with the employer. As the union represents all people in a particular factory or industry, the benefits negotiated will be made available to all workers. If a worker is not part of a union, that worker conducts any negotiation with management alone.

Union members pay dues to the organization to finance union activities. Unions occasionally call for job actions (strikes) which cause workers to risk their jobs for increases in pay, benefits or job security provisions management otherwise refuses to give.

### **Example**

Catherine is a proud member of the United Auto Workers (UAW). She installs the instrument panel of a popular automobile. Her union negotiated the hours

she works, her salary, her benefits, and other aspects of her job as part of their annual collective bargaining with the manufacturing company.

***Note to Instructor***

*Use your own resources and personal knowledge about your industry to provide students with example of the role of unions in the workplace.*

## Student Activities

1. Briefly describe what a union is.
2. In which work area is union participation relatively strong?  
Relatively weak?
3. Obtain information from a union that represents workers in an area in which you have an interest. What benefits are there to union membership? What are the union dues?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## LABOR

### Objective

F4. List advantages/disadvantages of hourly and salaried pay.

### Discussion

In today's service-industry work world, two major forms of employee compensation have emerged: Hourly pay and salaried pay.

Hourly pay is just that. You are paid a specified amount of money per each hour which you work. Generally, if you work more than 40 hours per week, you are eligible for overtime pay. Overtime pay is a premium paid to you for working more than the standard 40 hours per week. If you work less than 40 hours, you receive only the agreed-to hourly salary rate times the number of hours worked.

Salary pay is not directly tied to the number of hours worked. Here, an employee is paid a specified amount per week or month no matter if the employee worked more or less than the standard 40-hour workweek. Here, the employee is expected to perform the needed tasks in whatever time is required.

The advantages of hourly pay include getting paid more than the standard rate for any overtime work. Disadvantages include a smaller salary check if there is not enough work for a 40-hour week.

One advantage of salaried pay is that you may have a more flexible schedule--you can take one day off in the middle of the week for a friend's wedding if you can arrange your workload to compensate. One disadvantage is that if you have to work more than 40 hours in a week, you will not see any salary increase.

### Example

Tammy works on an automobile assembly line. She is paid \$10 per hour and works when there are sufficient numbers of new car orders to keep the assembly line running.

Usually, in the spring and summer when new car sales are brisk, Tammy works her regularly 40-hour weekly shift plus a Saturday and additional weekday evenings. During these periods she works about 60 hours per week--20 hours more than the typical 40-hour week. Her regular 40-hour per week gross pay is \$400 per week. As she is paid time-and-a-half for overtime on the additional 20 hours. Time-and-a-half for Tammy is \$15 per hour. Therefore, her overtime pay is \$300 per week. During these busy weeks Tammy makes \$700 per week.

During the fall and winter months when car sales are slow, Tammy may only work 20 hours per week. Her salary at this time of year is \$200 per week.



Denise works in the engineering department. Denise is a salaried worker who also makes \$10 per hour based on a 40-hour week. During the busy spring and summer, Denise works extra hours to help keep the assembly line going. During the fall and winter, Denise stays home several days a week. Despite the workload, Denise is paid the same salary.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with additional information about the differences in hourly and salary pay.*

### **Student Activities**

1. Briefly describe the differences between salaried and hourly workers.
2. Using the example provided, identify a practical advantage of being an hourly worker. Identify a practical disadvantage of being an hourly worker.
3. Using library, trade magazine or other sources, investigate an industry in which you have an interest. Do you prefer to be an hourly or a salary worker here? Briefly justify your choice.
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **LABOR**

### **Objective**

- F5. List differences between being a self-employed worker and a worker employed by a company.

### **Discussion**

When you are employed by a company, your salary and working hours are rigidly set by the employer. Your activities are also rigidly defined. You will probably make the same salary if you do an exceptional job as you do a fair one.

Because salary and job duties are so rigidly set, many people who work for a company dream of starting a personal business. These dreamers feel they can work as many hours as they wish, reap all of the profits made by hard work, and make decisions.

These are the primary differences in working for a company versus working for yourself. However, for every benefit of a personal business there is an attendant headache. While personal businesses are one of the fastest growing segments today of the American economy, it is also the segment with the highest percentage of failure.

Working for an employer offers a number of benefits: You probably will not be asked to work more than a standard number of hours and your salary is known and relatively guaranteed. You have a guarantee of a certain number of benefits and certain protections under the law. The disadvantages include: Your salary may not increase, no matter how productive you are. Your salary will not go up if you choose to work harder or longer hours. Your work as an employee helps to increase the worth of a company that someone else owns. You are forced to work within schedules and procedures that someone else has made.

Creating your own business often addresses the disadvantages of being an employee. With the freedom to work harder and reap the rewards of your efforts, the owner of a small business runs the risk of his/her business failing if something unexpected happens. If the business owner has employees, those employees must be paid before any salary can be claimed by the owner. Any breakdown of equipment is the responsibility of the business owner. Business owners are responsible for meeting certain government regulatory and tax requirements may be fined or imprisoned if these requirements are not met.

### **Example**

Lee is his company's best salesperson. He brings in more than 40 percent of the company's revenue. When a senior management position becomes available--

one that features a country club membership, a company car and other benefits-- Lee feels that he is an obvious choice for the position.

Lee is not chosen for the position. That position is given to a recent college graduate who becomes Lee's boss. The company said Lee was too important in sales to be promoted.

As Lee feels he has no future in the company, he quits and forms his own business. Now, rather than getting a 15 percent commission for his work, he gets 100 percent--from which he takes out his expenses and taxes. Lee later joins a country club.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples differences between working for a company and working for your own business.*

### Student Activities

1. List three advantages and three disadvantages of owning your own company.
  
  
  
  
  
  
  
  
  
  
2. In the example, Lee was able to convert existing customers to his own company. Would Lee have joined the country club as quickly if he did not have this existing business? Why?
  
  
  
  
  
  
  
  
  
  
3. Find an owner of a local business in an area in which you have an interest. What are the three biggest problems a person faces in running that business? What are the three biggest benefits?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **LABOR**

### **Objective**

F6. Describe the importance of participating in quality enhancement programs.

### **Discussion**

Beginning in the 1970s, European and Asian countries began to challenge the dominance of American industry. By concentrating on low cost and high quality, Asian manufacturers, in particular, began to take away American business in such critical areas as ship building, steel, auto production, and electronics.

For American firms to compete, old ways of doing business had to be cast aside and new ways instituted. One of the most important new methods of competing in a global marketplace was to invite American production workers to participate in enhancing the quality of the products they made. Production workers would cease to be flesh-and-blood manufacturing machines. Workers would have a say in how the products were designed and manufactured.

This new participation takes many forms. In some cases, individual workers with similar tasks are brought together to form work teams that provide mutual help. Some companies created quality circles which performed much the same task. Many companies empower their workers to be inspectors and give them the power to stop the assembly line if a problem is spotted. Still other companies invited workers to help design new products.

American companies have placed great reliance on these quality enhancement programs, in whatever form they take. Because materials, machines and techniques are probably the same in Tokyo as they are in Seattle, the improvement in the quality of the worker is the only substantial way for American companies can increase quality.

In most cases, these programs have increased the quality of the products being made. As American companies adopt even more elaborate worker quality enhancement programs, workers will be asked to contribute more of their time to these programs.

### **Example**

After his car accident, Tom had to spend most of his working day in a wheelchair. As he used the device, he imagined an improvement which eventually led him to found his own wheelchair manufacturing company in Springfield. This company sold his improved product around the world.

This company's metal stamping machines, welding equipment and construction techniques were the same as the other companies around the world. Tom used the same shipping companies and purchased his materials from the same

companies as his competitors. His marketing advantage was his technical improvement and the quality of his product.

Tom's competitors noticed the technical improvement and incorporated a similar change in their devices. That left Tom with only his reputation for quality. His company's reputation for quality was the single most important marketing tool Tom had.

To make sure this reputation would remain, Tom instituted manufacturing quality circles. His workers could comment and recommend design changes that would increase or maintain quality. The workers met for two hours every Friday to review suggestions--a meeting Tom always attended. The workers were in charge of putting the changes in effect and testing the final product.

By maintaining the standard of quality, the business maintained its market share against its bigger and better financed competitors.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with other examples of how companies rely on worker quality-enhancement programs.*



1. Describe the reason companies had to change and begin worker quality enhancement programs.
2. Describe why buying better materials or using a better shipping company to enhance quality is not as successful of an option as asking workers to change.
3. Review the past few issues of a trade magazine in an area in which you have an interest. What evidence do you see that the workers in those companies are being asked to assume new roles to enhance quality.
4. Other activities as assigned by instructor.

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_

## LABOR

### Objective

- F7. Describe the importance of understanding why a worker is asked to occasionally work longer hours.

### Discussion

A company's sales never come in a steady stream. Sales charts often look like a roller coaster as customers buy enormous numbers of products one month and go for four months without buying a thing.

Companies work hard to try to keep a steady stream of work for their workforce. It is not efficient to ask a production line, for example, to work really hard for a week to build a big order and then go home for three weeks waiting for another order.

To try and keep a steady stream of work coming into the company, company managers try to spread out the work to fill a standard 40-hour week. Sometimes, however, the number of sales is so great (or customers are yelling so loudly) that company managers ask the workers to work more than the standard amount. This extra time is called overtime. In many cases, workers are paid an extra amount to work overtime.

Companies do not hire additional workers in these special cases because of the temporary nature of the increase in work.

### Example

Jose's Kansas City company makes the cloth used as liners in women's suits. A Paris fashion designer introduces a new clothing design for the Spring season that all the department stores feel they must have. Jose's company is given a big one-time order from a large department store to supply these Paris-inspired liners--but the order has to be in the hands of the stores no later than February 10 for a big sale. In order to meet this deadline, Jose's workers work four hours of overtime a day (and eight hours on Saturday) until the order has been completed and shipped. Because Jose pays his workers 50% more salary in overtime, the workers find their monthly salary almost doubled.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of why companies occasionally ask workers for longer hours.*

## Student Activities

1. Describe why workers are occasionally asked to work overtime.
2. What is a typical compensation workers get for working overtime.
3. Read the trade magazines in an area in which you have an interest. Describe factors or events that might cause a company to increase overtime.
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **LABOR**

### **Objective**

F8. Describe the importance of cultural sensitivity.

### **Discussion**

America has always been a country of immigrants. Shortly after the Spanish landed in the New World, the English came to colonize. The English were followed quickly by Germans. Italians, French and other middle European countries soon joined the migration. More than 2.2 million people emigrated from the West Indies.

From 1800 through the early 20th century, America was also undergoing the Industrial Revolution which put workers from different countries and ethnic backgrounds into close proximity in the factories. Many people had problems adjusting to unfamiliar cultures.

America is still a mix of many cultures. Today, with ease of travel and communications more people are interacting with many different cultures. People of German heritage who are very formal in their business manners are interacting with Americans who are usually very casual. Japanese business people who are culturally inclined to seek harmony and consensus in their activities are interacting with highly-individual Americans. African coffee growers, influenced by the European culture, are seeking business alliances with their South American counterparts.

As business becomes more global, it is becoming more important for Americans to understand that people from other cultures have different ways. Americans (as well as Japanese, Germans and others in the global marketplace) will have to seek to understand, respect and accommodate, as is practical, these differences. In addition to understanding people from other countries, Americans will also have to learn to respect and accommodate cultural differences in fellow Americans who have differing cultural and ethnic backgrounds.

### **Example**

Linda is a new sales representative for a Missouri mining company. She flies to Saudi Arabia to negotiate the purchase of a petroleum by-product that Linda's company hopes to make into an improved type of plastic.

To the Saudi culture, it is an insult to be shown the soles of your shoes. Linda inadvertently crosses her legs at a meeting. The Saudis in attendance realize that the insult was not intended, but it is a distraction which hinders the meeting.

***Note to Instructor***

*Use your own resources and personal knowledge of your industry to provide students with examples of the importance of cultural sensitivity.*

### Student Activities

1. Describe how America became a mix of different cultures.
2. List the factors that influence the increasing interaction of differing cultures today.
3. A number of books have been written about the different world beliefs and cultures. Many of these books have been written to advise American business people on how to act when in a foreign country. Obtain such a book that describes a country in which you have an interest. Assume the role of a person needing to travel to that country to conduct business. Based on your research, how differently might you act in that country?
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## COMMUNITY

### Objective

- G1. Describe the importance of a worker contributing special skills in volunteer work.

### Discussion

Many of us are employed because we have special skills. These special skills may be as a house painter, computer operator, electrician, metal worker, or a printer.

Many charitable organizations require these skills to help the community or people in need. A house painter can assist in the rehabilitation of a community park, a computer operator can help train children with head injuries to communicate via these electronic devices, an electrician and a metal worker can help in the addition to a community shelter, while a printer can contribute his or her special communications skills to a charitable project.

By providing assistance to the community, the person helps that community. The person, however, receives a personal benefit of being able to hone existing skills and develop new skills that may be of future benefit in a career.

### Example

Joanne handles the blueprint creation at an engineering company. In this position she has to know a great deal about the creation of printed material. In her spare time, she assists the students in a local day care to develop artistic talent. Joanne introduces each student to all facets of graphic design. The students can focus on the areas they feel most comfortable in.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how people with special skills can help the community.*



## Student Activities

1. Describe what kind of people may be able to assist in community projects.
  
  
  
  
  
  
  
  
  
  
2. Describe a personal benefit you receive when donating your time to the community.
  
  
  
  
  
  
  
  
  
  
3. Choose a career in an area in which you have an interest.  
Describe how the skills that you need to accomplish the job can be of benefit to the community.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY and ENVIRONMENT

### Objective

H2. Describe why it is important to avoid job-specific health threats.

### Discussion

We live in a dangerous world. A certain number of people casually driving to work each day will become involved in car accidents--some severe. A number of people will become violently ill when eating a certain kind of food.

The workplace can be equally dangerous. In construction jobs, for example, there is the danger of falling from a high place. Lightning strikes a certain number of people who work outside. Computer operators can suffer from radiation coming from the computer screen. Long-term exposure to the solvents used in the printing business can cause physical problems in many people.

There are certain health threats to every job. You should research your job area and determine what possible threats could affect you. With this knowledge, you can take defensive action. If your job requires long hours in front of a computer screen, you may wish to lessen the radiation hazard by placing a filter over the computer screen. An electrical trades worker may wish to make sure he/she wears rubber-soled shoes to protect from accidental electrocution.

### Example

People who provide health care in hospitals regularly use syringes with sharp needles. Because of the pace of hospital life, many health care workers are accidentally stuck with these needles. This can be dangerous because of the possibility of contaminated blood or toxic chemicals on the needle.

Because this health risk is known, health care workers need to be constantly aware of the danger. Moreover, certain practical measures can be made, such as having collection boxes for used syringes in each patient care area so the health care worker does not have to carry the needle around.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how workers should know and avoid job-specific health care risks.*

## Student Activities

1. Every job has its hazards. Describe the dangers of a few common jobs.
2. Once a person knows what common job hazards are associated with his/her job, what measure should he/she take?
3. Choose a job in which you have an interest. What is its major job-specific hazard? How would you guard against falling victim to this hazard?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

- H3. Read and comprehend major components of a Material Safety Data Sheet.

### Discussion

Federal environmental agencies require possibly harmful materials be handled in a certain way and that certain procedures are followed in case of an accident. These procedures are usually found on a written sheet of paper which must accompany the material. This sheet is called the Material Safety Data Sheet (MSDS).

The procedures detailed on the MSDS vary with the substance. The handling of a corrosive acid will be different than an explosive gas. Generally, the MSDS will tell you:

- 1) Under what circumstances the material can be safely stored.
- 2) How the material should be prepared for transport.
- 3) What other types of materials cannot be mixed with this material.
- 4) What to do in the event of an accident.

The company using these materials and the person responsible for them are legally liable for complying with the MSDS. A person who knowingly violates the MSDS regulations can be fined or imprisoned, in some cases.

### Example

LaToya is responsible for a newspaper's darkroom. Each chemical she uses must be handled in a certain way and disposed of in a certain way. This information is detailed on the MSDS that accompanies each bottle of chemical she buys. In a spot inspection by the Environmental Protection Agency, it is discovered that LaToya has been draining the used chemicals down the drain rather in the way prescribed by the MSDS. The EPA levies a heavy fine.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how Material Safety Data Sheets are used in your industry.*

### **Student Activities**

1. What is an MSDS?
  
  
  
  
  
  
  
  
  
  
2. Describe the penalties for not complying with the MSDS.
  
  
  
  
  
  
  
  
  
  
3. Obtain an MSDS from an industry in which you have an interest. Describe the main warnings about this material. How should you handle it?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

H4 Identify basic safety training (tornado, fire, first aid) techniques.

### Discussion

Every year, thousands of Americans are hurt in job-related accidents. People are burned in a hot steel factory, some are electrocuted, and others are injured in transportation accidents. Natural disasters may also strike while the people are at work (earthquakes, tornadoes or flooding).

All companies with more than a certain number of employees are required to establish first aid procedures and indicate people who are responsible to deliver first aid. In areas prone to certain types of natural disasters (earthquakes in California, tornadoes in the midwest) many companies have disaster plans. These companies often have fire drills, emergency evacuation drills or disaster preparedness drills.

Since most people will face a first aid crisis or natural disaster at sometime during their career, it is important to know basic first aid techniques and the company's procedures.

### Example

The Coronado Tire Factory in Springfield, Missouri has a plan to protect workers in case of a tornado. When the tornado sirens begin, the workers are to shut down the machines and evacuate to the basement of the building. Four people are assigned to provide first aid while two others are in charge of containing hazardous material that may be spilled.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies prepare for accidents and disasters.*

### Student Activities

1. Describe three ways employees can be hurt on the job.
  
  
  
  
  
  
  
  
  
  
2. Name three procedures designed to protect workers from on-the-job accidents.
  
  
  
  
  
  
  
  
  
  
3. Contact the safety compliance officer in a company in which you have an interest. Describe that company's accident and disaster plans.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.



## HEALTH, SAFETY AND ENVIRONMENT

### Objective

H5. Describe the importance of participating in preventive medicine programs.

### Discussion

Companies have a financial stake in each employee. The cost of training that person can be substantial. Time lost to sickness or injury also has a definite financial effect on a company. In today's leaner corporations, the loss of one person for a day can hurt a company's profitability.

To keep employees in the best physical shape possible, many companies have preventative health plans. These plans are procedures which encourage healthy living such as regular physical check ups, exercise and good nutrition. Most often the cost of these programs is more than offset by the fewer sick days taken by employees.

### Example

Bob is in charge of purchasing for a large grocery store. He is good at his job and often finds bargains that can be passed along to customers.

Bob exercises little, is overweight and eats a fatty diet with few vegetables and fruits. Bob is sick as many as five days per month. The store cannot purchase any goods during those days Bob is gone. Sometimes food staples such as milk and bread are missing from the store's shelves--causing customers to shop elsewhere.

Bob takes advantage of the store's preventative health care plan. He finds in his physical examination that the cause for many of his problems is his diet and lack of exercises. Bob changes his lifestyle, feels better and has fewer sick days.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with other examples of why preventive medicine programs are important.*

### **Student Activities**

1. Describe what a preventive medicine program is.
  
  
  
  
  
  
  
  
  
  
2. List a benefit a person can get by participating in a preventative medicine program.
  
  
  
  
  
  
  
  
  
  
3. Contact an insurance seller who deals with large corporations. Obtain information about preventative health maintenance plans. Describe the purpose of health care plans and how they achieve their goals.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

**Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

H6. Describe the importance of handling stress effectively.

### Discussion

In today's leaner business world, every employee has to be very effective and efficient. With time-critical deadlines and instant communication, there are many more opportunities for a job to produce stress.

A person who is suffering from job stress cannot do the same quality work as someone who is more relaxed. In extreme cases, stress can cause severe physical ailments.

A number of books and programs have been developed to help people handle stress. A knowledge of handling stress effectively is important today.

### Example

Each week Maurey is responsible for a thick sales report. This report is given to the company's sales force--people who depend on the document to produce their sales. Since these people are commissioned sales people, they get upset if this vital document is delayed. When the sales report is delayed, the sales force gives Maurey a hard time. Over the years Maurey's stress level has been accumulating. Finally, he is so fearful of being late he produces quick but sloppy work. His standard of accuracy has fallen tremendously. When his work is challenged, he is belligerent and threatens to quit. Because of the stress of the job, no one in the organization is happy and productivity is declining.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with other examples of the importance of handling stress effectively.*

### **Student Activities**

1. Briefly describe why stress is becoming a part of the American workplace.
  
  
  
  
  
  
  
  
  
  
2. Briefly describe why it is in the best interest of a company to handle the stress of its employees.
  
  
  
  
  
  
  
  
  
  
3. A number of books have been written about stress. Read one and consider a career in which you have an interest. What possible stress problems do you foresee and how would you handle them?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

H7. Describe the importance of good workplace ergonomics.

### Discussion

The dictionary defines ergonomics as: the characteristics of design and arrangement of things (objects) that need to be considered in order for people and things to interact most effectively and safely.

In every job, there are ergonomic considerations. If you sit at a desk, the height of the desk in relationship to the chair will determine if you are comfortable. If your computer screen is positioned too high for you, your neck will hurt. If you have to stretch to reach to get a tool, then that tool is positioned too far away.

We can adjust the ergonomics of our work environment. By making the ergonomics better we can work more comfortably, faster, with less possibility of injury, and more effectively.

### Example

After several hours at the computer, Anne's ability to draw accurate lines in her graphic arts program begins to diminish. She investigates the ergonomics of her computer. She finds that the keyboard is too high--her arms get tired after a number of hours at work. By positioning the keyboard a few inches lower, she reduces her fatigue and performs more accurate work.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of why it is important to create good working environments.*

## **Student Activities**

1. Define "ergonomics."
  
  
  
  
  
  
  
  
  
  
2. Describe why ergonomics is important in the workplace.
  
  
  
  
  
  
  
  
  
  
3. Consider a career in which you have an interest.  
List the possible ergonomic threats to you.  
How you will deal with each situation?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

## **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

H8. Identify any effects weather could have on an industry.

### Discussion

Every industry is dependent upon the weather to a greater or lesser extent. A trucking company's schedules, for example, probably depend on fair weather and open roads. Those schedules begin to fall apart when a snowstorm makes driving hazardous. Likewise, a well-heated factory will be affected when the truck carrying raw materials is delayed by a storm.

The industry most tied to the weather is agriculture. Almost every aspect of their production is touched by the weather.

By knowing how your industry may be affected by the weather, you can predict certain opportunities or problems.

### Example

Arthur repairs small engines and specializes in the maintenance of motorcycle engines. His business booms in the early summer when the motorcycles that were stored for the winter are started and problems discovered. His business continues well through the summer and into the fall. After the first frost, his motorcycle maintenance business dies and he reverts to his other profession of freelance writing.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how weather can affect an industry.*



## Student Activities

1. Describe how weather can affect most industries.
2. Which industry is most affected by weather? Why?
3. Choose an industry in which you have an interest. List three effects weather can have on it. Describe how you would compensate.
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

- H9. Describe the importance of management's responsibility for a safe workplace.

### Discussion

In the early days of the Industrial Revolution, jobs were so scarce employers paid minimal wages and held little regard for job safety.

Today, most companies realize they have a tremendous investment in each worker. With fewer layers of management, each worker has a vital role to play in the production of the company's product or service. In addition, any accident or safety violation can result in tremendous legal and medical fees. The federal government, through the Occupational Health and Safety Administration, has imposed heavy fines on companies that have not provided a safe workplace.

Each worker has the right to expect a reasonably safe workplace. If an obvious safety problem exists, the worker should approach management who will probably be more than willing to deal with the problem. If the problem persists, however, the worker will have to consider the ramifications of approaching state or federal regulatory agencies.

### Example

Sarah sees that the electrical outlet in her food processing area is overloaded with too many extension cords. The outlet is hot to the touch and an obvious safety hazard. County, state and federal codes prohibit this danger. A fire could destroy the facility.

Sarah points out the defect to her boss who reports it to the plant manager. A contract electrician is dispatched to add new outlets. In fact, more outlets than are currently needed are added for future expansion.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to give students other examples of how safety issues affect the workplace.*

## Student Activities

1. Briefly describe why companies have a strong interest in the safety of their employees.
2. Name a few of the governmental agencies that protect workers from unsafe practices.
3. Contact the Occupational Health and Safety Administration. Obtain some of their materials that describe the importance of workplace safety. Choose a career area in which you have an interest. Describe any OSHA safety precautions you think may pertain to your career of interest.
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## PERSONAL CONDUCT

### Objective

11. Describe the importance of recognizing the dignity of all work.

### Discussion

We all wish to live glamorous lives. We want to be important and make decisions. We'd rather have the wood-paneled corner office on the top floor rather than a dank cubicle in the basement.

The business world is somewhat patterned after the military and there are leaders and followers. Some jobs are fun and command respect, other jobs are seen as pitiful places to spend a major part of your day. As humans, we tend to think our accomplishments are the result of our great natural abilities and hard work while our failures are the result of unfortunate circumstance. Unfortunately, many people also think the reverse is true, their shortcomings are the result of their lack of ability.

For a modern business enterprise to work effectively, all members of that team must contribute to the overall effort. The company president has certain duties as well as the newest entry-level employee. Any disruption of the process has harmful effects. This is particularly true today in the era of business downsizing. With fewer employees, each individual effort becomes even more important.

Because the success of the president of the company rests upon the individual efforts of every employee, there are no unimportant jobs.

### Example

Barbara, the company president and chief executive officer, frequently entertains her important guests in the company's 29th floor executive conference room. Because of the room's fantastic view and the shining wood, perfectly clean furniture and shining fixtures, the guests are frequently impressed. Her guests also become loyal customers.

The conference room is maintained by Bob, the elderly janitor. While Bob has never met Barbara or her guests, part of the success the company's comes from his work.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how all work is important.*

### **Student Activities**

1. Briefly describe one factor that is making the importance of all work even more critical.
  
  
  
  
  
  
  
  
  
  
2. Using the example cited, what do you think would happen to Barbara's success with her clients if Bob were to retire and another less motivated person takes his place?
  
  
  
  
  
  
  
  
  
  
3. Consider a job in which you have an interest.  
Briefly describe how other people will contribute to your success.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.

## PERSONAL CONDUCT

### Objective

12. Describe the importance of quality and effective work.

### Discussion

One problem America faced in the 1970s was the lack of commitment to perform quality work. Many employees felt disconnected from their product and did not see a reason to make an extra effort to help that product be the best it could. American goods got the reputation for being shoddy. Foreign manufacturers, who concentrated heavily on quality, began making inroads into the American marketplace. Soon, significant portions of certain industries were held by foreign companies. In some areas, such as consumer electronics, the foreign companies held almost the entire market.

Because American consumers demand quality work, and can get it from other countries if they need to, it is important for American workers to recognize that effective and quality work is an important job security issue. Without producing quality work that finds ready acceptance in the marketplace, American workers will probably find their jobs in peril.

### Example

Sondra used to solder electrical wires in the manufacture of televisions. If she soldered a joint badly, she did not take the time to re-do her work. This contributed to the early failures of these particular televisions. When a consumer magazine tested televisions, foreign makers were noted for good work and the American version was noted for its problems. Consumers purchased the foreign makes and sales for American sets declined until the plant closed.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how important quality work is.*

### **Student Activities**

1. Briefly describe one factor that is causing an increased emphasis on quality work.
  
  
  
  
  
  
  
  
  
  
2. Name one place consumers can go if they do not find quality American work.
  
  
  
  
  
  
  
  
  
  
3. Consider a job in which you have an interest.  
Describe the results of doing a poor job.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.



## PERSONAL CONDUCT

### Objective

13. Describe the importance of being fit for duty.

### Discussion

The American workplace has dramatically changed in the past ten years. Companies have pared their workforces to the smallest number possible. Most jobs have new responsibilities. Because workers have had to become more productive, the value of each person's work has increased. There are few, if any, unimportant jobs today.

Any impairment to doing a good job creates dramatic effects. If your production is shoddy, the person (fellow worker or consumer) will have to deal with the shortcomings. In today's highly competitive marketplace, there is no room for error. In every major market, there are several highly-qualified companies producing excellent work. The company that cannot compete will eventually close.

To do a good job, each employee has to be as fit for duty as is possible. A person impaired by narcotics or alcohol use cannot do a good job and compete in today's competitive world.

Companies today realize that every employee has to contribute. Many companies have programs to aid people with narcotics or alcohol problems. However, because narcotics and alcohol-impaired workers are a danger to themselves and their co-workers and a company can be held legally liable for the actions of an employee who is known to be impaired, many companies act decisively on the subject. With jobs in short supply, the narcotics or alcohol user is endangering himself or herself, as well as the company.

### Example

Ellen works with customers who have printing jobs. Ellen's job is to look at the customer's requirement and give them a quote (financial estimate) on the job.

Ellen frequently smokes a marijuana joint in the morning. At work, she is disinterested and unable to concentrate on her work. When she figures the cost of complex jobs, she occasionally misses certain components. The printing company honors the too-low price but prints the customer's job as requested. The company begins losing money. Eventually, Ellen is fired.

***Note to Instructor***

*Use your own resources and personal knowledge to provide students with examples of how narcotics- or alcohol-impairment will hinder your job performance.*

### **Student Activities**

1. Describe why American companies have to react to employees with narcotics or alcohol impairment.
  
  
  
  
  
  
  
  
  
  
2. Using the example cited, name an alternative action to firing Ellen.
  
  
  
  
  
  
  
  
  
  
3. Consider a job in an area in which you have an interest.  
List three affects being alcohol or narcotics impaired could have on the job.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PERSONAL CONDUCT**

### **Objective**

14. Describe the importance of exhibiting a good attitude, enthusiasm and integrity.

### **Discussion**

The American workplace has dramatically changed in the past ten years. Companies have pared their workforces to the smallest number possible. Most jobs have new responsibilities. Because workers have had to become more productive, the value of each person's work has increased. There are few, if any, unimportant jobs today.

As American companies rely more on teams and quality circles, the personal characteristics of each employee become more important. It is difficult to rely on another person who has a bad attitude, lacks enthusiasm or is dishonest.

These personal skills are becoming more important to performance as American companies get away from using workers as flesh-and-blood machines and more as partner who contribute their skills, experience and enthusiasm. A good attitude, enthusiasm and honesty are recognized as good leadership qualities. A person who exhibits these tendencies, plus competence, will frequently be considered for future advancement.

### **Example**

Bob takes his job seriously. He wants to do a good job. He consistently is ethical, enthusiastic, capable, and has a good attitude.

Bob's team leader exhibits few of these characteristics. When something needs to be done, the team often looks to Bob for leadership. The team feels that he is not only capable, but worthy of their trust. Eventually, management recognizes this, also. Bob is promoted.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with other examples of the benefits of exhibiting a good attitude.*

## Student Activities

1. Describe why it is more important today to have a good attitude and be honest.
2. Using the example cited, describe what you think would happen to the group if no one exhibited a good attitude and was honest.
3. Consider a job in an area in which you have an interest. Consider the qualities you would like to see in your team leader. List three to five of them in order of importance.
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **PERSONAL CONDUCT**

### **Objective**

15. Describe the importance of exhibiting good grooming and appearance.

### **Discussion**

It has been said that first impressions are important. People judge your professionalism, intelligence, education, attitude and other attributes in the first seconds of meeting you.

This is usually unfair. A person who has worked all night to finish an important project ahead of schedule is exhibiting qualities most employers would pay dearly for. But to meet that person the next morning, bedraggled and wrinkled and tired, the first impression would be less than wonderful.

While it is known that good grooming and appearance is a poor gauge of a person's character, it is one most people will rely on. Therefore, even though it should make little difference, it is important to realize that success in the job place is often tied to how you look and present yourself. More importantly, how your company is perceived will be determined by the customers first impression of its employees (you).

Though it is no an accurate gauge of your abilities, you will help yourself and your company by being aware of your appearance.

### **Example**

Mary is in charge of an important report to the board of directors of her company. This important report is the result of years of Mary's research. She has carefully crafted the text, created stunning graphics, and has every piece of the report carefully crafted.

She takes this important report to a quick printing business to run off the copies the board of directors will receive. Behind the counter is a person with long and dirty hair. Her clothes are ragged and soiled. She doesn't appear to have gotten a good night's sleep. Mary decides to take her business to another printer.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of why it is important to show appropriate grooming and attire.*

### **Student Activities**

1. Describe the process in which most people judge other people in the first few seconds of meeting.
  
  
  
  
  
  
  
  
  
  
2. Using the example cited, describe any additional visual factors (not mentioned in the example) that may have also caused Mary to take her business elsewhere.
  
  
  
  
  
  
  
  
  
  
3. Choose a job in an industry in which you have an interest. Describe attire and grooming that may be different from what you would expect. Describe what this will tell you about that company.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_ Yes. \_\_\_\_ No. Date: \_\_\_\_\_.



## PERSONAL CONDUCT

### Objective

16. Describe the importance of good personal financing.

### Discussion

In order for us to be prepared to do a good job at work, a number of things in our personal lives have to be in good working order. One important aspect of our personal life that affects our work life is how well we handle our personal finances.

A person with many bad debts may often be late to work because his/her car has been repossessed. A person who has to take time away from work to take telephone calls from debt collectors will not be as effective as he/she can be. A person who has to use time at work to mail out last minute payments is taking time away from the job. Leaving work early to dash to the bank to make an emergency deposit or withdrawal is also taking time away from work.

Worrying about financial problems will also be a distraction which hinders your ability to concentrate fully at work.

Most employers will not choose to notice any occasional time away from work for personal reasons. We all have personal lives that require certain time commitments. However, excessive time is seldom tolerated for long.

### Example

Jackie's paycheck is spent even before she gets it. Her bank charge cards are all at their maximum. Her old car needs constant and expensive repairs.

In a typical 40-hour workweek, Jackie will sometimes spend 10 hours of time talking to debt collectors and taking her car to the shop. Her co-workers begin to complain.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how business and industry expects professional work conduct.*

### **Student Activities**

1. Briefly describe one work problem that can occur by not practicing good personal finances.
  
  
  
  
  
  
  
  
  
  
2. Consider the example cited. Imagine you are Jackie's supervisor. Describe how you would handle the situation.
  
  
  
  
  
  
  
  
  
  
3. A number of books have been written about good personal finance. Choose three common financial problems and describe a possible solution for each.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **COMMUNITY**

### **Objective**

G2. Identify key ways a company helps its community.

### **Discussion**

The community benefits from a company locating in its area. Some of these benefits include:

1. An increase in the community's tax base (the company pays taxes to the area). This pays for roads and other public services.
2. The company provides jobs for local citizens.
3. The company's payroll helps the community support other companies such as grocery stores, car washes, and department stores.
4. The company may attract related industry to the area.

### **Example**

A small community in the Ozarks has been losing its population. People who graduate from high school are not able to find jobs in their hometown, so they move to larger cities. As the population leaves, grocery stores, drug stores, and other like companies cannot do enough business to remain open. As they close, more people choose to move out.

A large manufacturer of agricultural machines surveys an area near the small community and decides to build a manufacturing plant there. The small community grows as construction workers pour in. When completed, the plant hires 350 workers--who choose to live in the small community. The increase in corporate and personal taxes allows the community to build another school and repair its streets. A large department store moves into the area. Businesses which support the manufacturing facility also move in, creating new jobs.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with examples of how business can benefit a community.*

### **Student Activities**

1. List three benefits that a community gets from a local business.
  
  
  
  
  
  
  
  
  
  
2. Describe what you think may have happened to the small community described in the example if the manufacturing plant had not located there.
  
  
  
  
  
  
  
  
  
  
3. Many communities have grown too quickly because of the location of a large company to an area. Using your own research and knowledge, describe one problem that may confront the political leaders of a community should a large facility locate close by.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## **COMMUNITY**

### **Objective**

G3. Identify key ways a community helps a company.

### **Discussion**

A company cannot provide all the resources it needs to do business. It is impractical for a company to create its own water treatment plant or create its own electricity. In these cases, the company relies on the community for assistance.

A company looks at several factors when it looks into locating (or staying) in a community.

1. Ready access to services such as water, electricity, roads, sewage treatment, and fire protection.
2. Ready access to an educated workforce.
3. Ready access to transportation (roads, airports, ports) to bring in raw materials and send out finished product.
4. Moderate taxes.

### **Example**

An airline is looking for a place to locate its new airline reservations center. This center will house 350 people around the clock. The company offers a number of high-paying jobs with minimal impact on the environment. There are seven cities that are vying for the center.

The company sees that one of the communities has high taxes. This city is not given further consideration. Two other communities which do not have access to a good transportation network are also eliminated from the competition. Other communities are cut from the list because of the lack of a skilled workforce.

The community chosen does not meet all of the company's requirements, but meets more of them than the other competitors.

### **Note to Instructor**

*Use your own resources and personal knowledge of your industry to provide students with other examples of how communities help companies.*

## Student Activities

1. List three ways that a community can help a company.
2. Describe what you think may have happened to the small community described in the example if the airline reservations facility had not located there.
3. Not all companies look at economic reasons when considering where to locate. Quality of life is another important consideration. Describe what you would tell a company representative looking to locate a new facility about your community?
4. Other activities as assigned by instructor.

## Objective

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## COMMUNITY

### Objective

G4. Identify an impact of buying outside the community.

### Discussion

A community relies on itself. A community needs someone to provide a certain amount of bread and people to eat the bread. People need to buy shoes--and a shoe store provides those needs.

In the first half of the century, people had to shop in their communities because of the difficulty in travel. Today, with the relative ease of travel, people can spend a few minutes and drive into the next town.

When enough people drive into the next town (or next larger city, in most cases) to shop, money is transferred to the new community and taken out of the first. If the stores in your community do not have enough people shopping there, those stores will close down. When those stores close down the employees are put out of work. People who are out of work won't buy discretionary purchases like new cars or appliances--further hurting the immediate community.

### Example

Kristen is looking for a new car. She consults her small town dealership and gets a price of \$15,150. She then drives 150 miles to a large city and makes a deal for \$14,950. When Kristen takes her car into the home town dealership for service, she finds that the company has closed. She now has to make a 300-mile round trip for service.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with example of the impact of buying outside of your community.*



### **Student Activities**

1. Describe what factor allows people to shop outside of their communities.
  
  
  
  
  
  
  
  
  
  
2. Describe what happens when enough people buy outside of their local community.
  
  
  
  
  
  
  
  
  
  
3. Assume that you are a shoe store owner with four employees and \$100,000 in annual sales (\$20,000 per year profit). Calculate what would happen if one out of ten customers (10 percent) of your business was lost to another business. Calculate what would happen if you lost one in four customers (25 percent).
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## COMMUNITY

### Objective

G5. Describe how a company's public perception is important.

### Discussion

When a company is sold, one of the most important aspects about the sale price is how well the company is perceived by its customers. A company with a good reputation for good quality and customer service is worth substantially more than a company with equal sales but a poor record.

Companies work very hard to create and maintain a good public image. A company will try to coordinate its advertising and public relations to tell consumers the company is worthy of a customer's business.

Many companies try to create a public image in keeping with the market they handle. A soft drink company, for example, will want to be seen as a young and vibrant company that appeals to 8 to 20 year-olds--the group who drinks the most soft drinks. A company that builds a luxury car will want to be positively perceived by older people--the people who can afford expensive cars.

### Examples

1. The Dana Speed Oil Company produces an automotive oil additive useful in high-performance engines. The company's main advertising and public relations campaign is built around the company's sponsorship of racing cars.
2. The Cooper Furniture Company specializes in inexpensive furniture. The company's advertising and public relations is geared toward reaching young married people who have to quickly furnish a new dwelling but have limited funds.
3. The Hann-Sable Electronic Entertainment Company builds a hand-held electronic game preferred by teenagers. The company advertises in magazines that teenagers read and company officials are encouraged to dress in bluejeans and fashionable sport shirts.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of how companies create and maintain a company image.*

### **Student Activities**

1. Describe the importance of a company knowing how it is perceived by its customers.
  
  
  
  
  
  
  
  
  
  
2. Name one way a company tries to create its public perception.
  
  
  
  
  
  
  
  
  
  
3. Look at your favorite product. Describe how you perceive that product. What advertising or other factors influenced how you see that product?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## COMMUNITY

### Objective

- G6. Describe the importance of providing for the access needs of the physically challenged.

### Discussion

In the first half of the 20th century, most American workers performed manual tasks to build things. The worker was not encouraged to think about the product—he or she was hired to twist a certain bolt or install a certain component.

Today, the American workplace has changed and the skill, knowledge and work ethics of the employee are more valued than someone's physical abilities. For this reason, and a realization by society that there should be fewer barriers between work and all people, there is increased emphasis on eliminating typical barriers to physically challenged people.

The most obvious, and far-reaching, aspect of this is a law called the Americans With Disabilities Act (ADA). This law requires that most workplaces and other public areas be accessible to people who use wheelchairs and other physical aids. This law means many businesses will have to modify doors, stairs and other public accommodations to be more accessible.

Complying with the spirit and letter of the law is important because most public areas today are not fully accessible to physically challenged people. Normal daily duties such as going to the bank, eating at a restaurant, buying groceries, is often impossible for someone in a wheelchair.

### Example

Under the Americans With Disabilities Act, the Taylor Insurance Company had to modify the public part of their building. The stairs at the front of the building had to be removed and a ramp installed, a larger automatic door replaced an old wooden door, and the front counter was modified to provide access to people in wheelchairs. The cost of the change was substantial, but the insurance business began to do more business because people in wheelchairs were accommodated.

### Note to Instructor

*Use your own resources and personal knowledge of your industry to provide students with examples of the importance of providing access to the physically challenged.*

### **Student Activities**

1. In today's work place, what is more important than physical abilities in performing most jobs?
  
  
  
  
  
  
  
  
  
  
2. Name the act which legislates opening access to the physically challenged?
  
  
  
  
  
  
  
  
  
  
3. A typical wheelchair is 36-inches wide and the operator must often remain in a sitting position. Choose a building. If you were confined to a wheelchair, how many doors could you not get through? How many counters or tables could you not reach? Do you find sufficient space to sit at tables or desks? How often do you find stairs instead of ramps or elevators?
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

## HEALTH, SAFETY AND ENVIRONMENT

### Objective

H1. Describe the importance of complying with federal agency regulations.

### Discussion

Beginning in the 1960s, the federal government began to closely regulate the impact certain businesses made on society and the environment. The government has steadily identified and regulated what it saw as threats until most businesses have to deal with an alphabet soup of agencies (EPA, FTC and SEC). Each agency seeks to enforce a regulation enacted by the agency or a law made by Congress.

One of the most important agencies which regulates business is the Environmental Protection Agency (EPA). It was established to monitor and regulate environmental threats. The Federal Trade Commission (FTC) and Securities Exchange Commission (SEC) watch over any transfer of money. The Justice Department and other agencies monitor and prosecute any violation in unequal treatment.

This regulation generally impacts business and industry in two ways: 1) alternatives must be found for certain materials, practices or techniques which do not comply with federal agency regulations and are no longer legal in the United States, and 2) the punishment for breaking these regulations is either a stiff fine or imprisonment of company officers (or both).

Because of the stiff penalties, businesses takes complying with all federal regulations seriously. Most businesses go to great lengths to comply with all federal laws. Oftentimes, changes in regulations are announced only in the quarterly *Federal Register*, a thick book that details changes in the laws. Since most business people do not have the time to study the *Federal Register*, they have to rely on consulting firms and other experts. These consultants are generally very expensive. Complying with federal regulations is becoming one of the most expensive things a company has to do today.

It is important for every employee to know and understand those federal regulations which are appropriate because the cost in fines and imprisonment can be enormous. Sometimes these fines can be severe enough to close down the company, resulting in the employees losing their jobs.

### Example

Associated Aviation seeks to build a new hangar complex on the last piece of property available at a major metropolitan Missouri airport. The company hires surveyors, architects, contractors, and other suppliers to build the multi-million-

dollar project. At the last minute, an old underground oil storage tank is found. Under EPA regulations, the site cannot be built on until the oil tank is removed and the leaked oil is cleaned up. Unfortunately, an oil leak more than 1/4 mile long has been found. As it will cost more than \$30-million to dig up the contaminated soil. The hangar project is abandoned.

***Note to Instructor***

*Use your own personal knowledge and resources to provide students with other examples on the importance of complying with federal environmental regulations.*



### **Student Activities**

1. Describe two penalties that can be levied against a company which does not comply with federal environmental regulations.
  
  
  
  
  
  
  
  
  
  
2. Why is it difficult to know all federal regulations?  
What do companies do to find out this information?
  
  
  
  
  
  
  
  
  
  
3. Contact the public relations officer of a federal agency (listed in your phone book). Find information that describes regulations in an area of business in which you have an interest. Describe what you have to do to establish and maintain compliance with regulating agencies.
  
  
  
  
  
  
  
  
  
  
4. Other activities as assigned by instructor.

### **Objective**

Completed satisfactorily: \_\_\_\_\_ Yes. \_\_\_\_\_ No. Date: \_\_\_\_\_.

# AAOI

All Aspects  
of  
the  
Industry

QUESTION TEST BANK



INSTRUCTIONAL MATERIALS LABORATORY • UNIVERSITY OF MISSOURI-COLUMBIA

## Foreword

This Question Test Bank was designed in the spirit of authentic assessment.

As mastery of something as all-encompassing as an understanding of how business and industry operates is impossible within the confines of supplemental training modules, the All Aspects of the Industry training material and question test bank is designed to be a starting point for the instructor. The instructor is encouraged to use the supplemental modules, and question test bank, as part of a larger introduction to this material.

These objective questions are designed to be used as one possible judge of mastery in conjunction with other activities assigned and evaluated by the instructor. These additional materials can come from the activities in supplemental training modules themselves, or from other sources.

Mastery of the All Aspects of the Industry materials, therefore, is determined by the instructor. This Question Test Bank is designed to be one tool in that effort.

## Using This Test Bank

All Aspects of the Industry training modules are divided into nine duty bands:

- |                             |                                |
|-----------------------------|--------------------------------|
| A. Planning                 | F. Labor                       |
| B. Management               | G. Community                   |
| C. Finance                  | H. Health, Safety, Environment |
| D. Production Skills        | I. Personal Conduct            |
| E. Principles of Technology |                                |

Under each duty band are a number competencies labeled A1, A2, A3 or G1, G2, G3, etc. These test questions correspond with the competencies in the duty band training modules. For example, the question F2 corresponds with the competency F2. If you choose to include the competency F2 in your curriculum, you may elect the use the question F2 as a method of assessing mastery of the material.

A. PLANNING

**Directions:**

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ A1. Companies respond to customer needs and expectations because:
- a. The public only buys what it wants.
  - b. The public buys what the government recommends.
  - c. Goods from overseas are preferred to local goods.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ A2. The most significant difference between goods and services is:
- a. Goods are taxed at a different rate than services.
  - b. Goods are tangible, services are intangible.
  - c. A service can be measured.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ A3. A worker can influence a company's decision making by:
- a. Writing a memo to the president.
  - b. Placing an ad in the company newspaper.
  - c. Joining a work team (quality circle).
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ A4. A worker should anticipate technology and market trends because:
- a. The pace of change is decelerating.
  - b. The company may want your opinion about a new product.
  - c. The Japanese may buy your company.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ A5. Regulatory agencies can impact your company by:
- a. Defining how you do a job.
  - b. Defining what products you can make.
  - c. Imposing a fine if you break the regulations.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ A6. A political organization can impact your company by:
- a. Associating your company's name with something unpopular.
  - b. Threatening legal action against your company.
  - c. Boycotting your product.
  - d. All of the above.

## B. MANAGEMENT

### Directions:

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ B1. A company's mission statement is:
- a. A written statement of the company's purpose, goals and general philosophy of doing business.
  - b. A marketing plan to separate the company from a competitor.
  - c. Something that only service companies use.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B2. A company uses a chain of command to:
- a. Tell customers what they should buy.
  - b. Spell out the company's decision-making responsibilities.
  - c. Create a marketing plan to sell more products.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B3. Every company has a "corporate culture."
- a. True.
  - b. False.
- \_\_\_\_\_ B4. How do companies organize their departments.
- a. According to federal law.
  - b. According to state law.
  - c. According to local law.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B5. Departments within companies communicate by:
- a. Letter only.
  - b. Fax only.
  - c. Computers only.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B6. A worker who has a strong-willed boss should:
- a. Adjust to his/her management style as well as possible.
  - b. Fight the boss at every opportunity.
  - c. Give up and quit.
  - d. All of the above.
  - e. None of the above.

- \_\_\_\_\_ B7. A company is usually affected by the national economy when:
- a. The national demand is strong.
  - b. When the national demand is weak.
  - c. When the government issues new regulations.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B8. Companies are dependent upon the local economy. If a local shoe store sells 500 pairs of steel-toed work boots each year to workers building a new hospital, what will happen to the sales of steel-toed work boots when the hospital is finished and the workers move away.
- a. Sales will go up.
  - b. Sales will not change.
  - c. Sales will go down.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B9. Many companies know the importance of achieving internal and external customer satisfaction. Who is the internal customer and who is the external customer?
- a. Internal customer = each employee of the company.  
External customer = each purchaser of the company's products or services.
  - b. Internal customer = old customers.  
External customers = new customers.
  - c. There is no difference.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B10. Cultural diversity can affect a company. If you do not research the cultural and religious beliefs of a potential customer from another culture, you can:
- a. Inadvertently confuse him/her.
  - b. Inadvertently insult him/her.
  - c. Inadvertently miscommunicate.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B11. Private companies operate differently than government agencies. Which answer best describes this difference?
- a. Private companies must make a profit; government agencies do not.
  - b. Government agencies must make a profit; private companies do not.
  - c. Both companies and agencies must make a profit.
  - d. All of the above.
  - e. None of the above.



- \_\_\_\_\_ B12. Written policies are used in industry because:
- a. To provide workers guidelines on how to work.
  - b. Inform the worker what is expected in personal conduct.
  - c. To advise the worker to certain rights.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B13. Professional associations provide what kind of resources to a worker?
- a. Where to get low-cost home loans.
  - b. Travel bargains.
  - c. Child care.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B14. A person's role in a family business is generally different than that of the role in a larger company.
- a. True.
  - b. False.
- \_\_\_\_\_ B15. One professional benefit of participating in a meeting is:
- a. You get off of work early.
  - b. You can influence how your job is done.
  - c. There are no benefits.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B16. Farm business are run differently than other small businesses. One major difference is:
- a. Farm workers are exempt from many labor laws.
  - b. Farm workers are paid a percentage of the harvest.
  - c. Farm workers live on the farm for free but receive lower wages.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ B17. If a company's marketing program is successful:
- a. It does not affect the employee.
  - b. Nothing will change in the company.
  - c. Each employee's job is more secure.
  - d. All of the above.
  - e. None of the above.



## C. FINANCE

### Directions:

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ C1. Typical ways companies obtain capital include:
- a. Owner financing.
  - b. Partnerships.
  - c. Bank financing.
  - d. Stock sale.
  - e. All of the above.
- \_\_\_\_\_ C2. Accounting is important to a business because:
- a. To determine if the company is making a profit.
  - b. Pay the correct taxes.
  - c. Give decision makers important information.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ C3. A company grants credit because:
- a. Bank card companies pay the company money.
  - b. The company receives payment quicker.
  - c. Credit is safer than cash.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ C4. It is important to be accurate on estimating a bid because:
- a. The high bidder gets the business.
  - b. The low bidder gets the business.
  - c. It is not important.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ C5. Paycheck deductions:
- a. Make your "net" pay smaller than your "gross" pay.
  - b. Send money to the government in taxes.
  - c. Are collected by your employer for the government.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ C6. When a company begins a cost containment program, it is:
- a. Looking for ways to reduce costs.
  - b. Looking for ways to fund a pension program.
  - c. Looking for ways to increase employee involvement.
  - d. All of the above.
  - e. None of the above.

## D. PRODUCTION SKILLS

### Directions:

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ D1. The ability to answer basic math questions in business is important because:
- a. It is essential in most jobs today.
  - b. It is a federal regulation.
  - c. It is not needed.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ D2. The ability to measure quickly and accurately is important because:
- a. It is needed in carpentry, manufacturing and engineering.
  - b. Interchangability is important--component parts made at one plant may be fitted into another part hundreds of miles away.
  - c. Too much time is lost duplicating bad initial measurements.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ D3. The need to speak and write the English language in the workplace is important because:
- a. It isn't important because you can use hand signals.
  - b. Workers are expected to gather complex information and communicate that information.
  - c. Operating instructions are always in English.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ D4. It is important to use good listening skills in the workplace because:
- a. Your boss may give you a raise or the day off.
  - b. You may hear everything you need if you listen to everything said.
  - c. You should ask a question the moment it comes into your head.
  - d. All of the above.
  - e. None of the above.

- \_\_\_\_ D5. You may benefit by using effective negotiation skills because:
- a. It keeps you from being taken advantage of.
  - b. It helps you to be more flexible in your relationships with others.
  - c. It helps you get something of value back when you give something of value.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_ D6. You should manage time effectively in your job because:
- a. Time is money.
  - b. Industry and business people prize people who use time well.
  - c. You will have fewer problems getting your job done.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_ D7. Knowing something about blueprints and drawings is important because:
- a. You can better operate a complex computer.
  - b. You can design an addition to your house.
  - c. You can change the wiring in your business.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_ D8. You should have basic computer skills because:
- a. You can play games.
  - b. Most jobs require some computer skills today.
  - c. Having computer skills mean you can get a pay raise.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_ D9. Deadlines and schedules are important because:
- a. You can go home at 5 p.m.
  - b. Your boss will get mad at you if you are late.
  - c. Jobs are interrelated--if you are late the next person will be late also.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_ D10. You should be a team player because:
- a. It will help everyone win.
  - b. Few companies need team players--it is not important.
  - c. Companies choose managers from teams.
  - d. All of the above.
  - e. None of the above.

- \_\_\_ D11. Every worker should know something about supervising and delegating.
- a. True
  - b. False
- \_\_\_ D12. You should develop public speaking skills because:
- a. Company leaders are chosen for their public speaking skills.
  - b. You may have to convey special information to a group.
  - c. To organize a union.
  - d. All of the above.
  - e. None of the above.
- \_\_\_ D13. Troubleshooting is:
- a. Done only by certified professionals.
  - b. Done in an emergency.
  - c. Accomplished in a logical series of events.
  - d. All of the above.
  - e. None of the above.
- \_\_\_ D14. Jobs are becoming *less* interrelated.
- a. True
  - b. False
- \_\_\_ D15. Knowing how to obtain technical information is important because:
- a. You may fix something quicker and without a technician.
  - b. Will allow you to buy more sophisticated equipment.
  - c. Will get you in trouble with repair people.
  - d. All of the above.
  - e. None of the above.
- \_\_\_ D16. Many jobs require certification because:
- a. They are highly-paid.
  - b. To limit the number of newcomers.
  - c. To establish and maintain standards for technical jobs.
  - d. All of the above.
  - e. None of the above.

## E. PRINCIPLES OF TECHNOLOGY

### Directions:

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ E1. Technology rarely changes nor is it different from industry to industry.  
a. True  
b. False
- \_\_\_\_\_ E2. You should continually evaluate new equipment for possible use because:  
a. It will make you a more valuable employee.  
b. You may be asked to assist in an equipment change.  
c. You are the expert in your area so you are the one that should be asked.  
d. All of the above.  
e. None of the above.
- \_\_\_\_\_ E3. You should continuously upgrade your job skills because:  
a. Your old job may become obsolete.  
b. Your industry may change.  
c. New techniques may be introduced.  
d. All of the above.  
e. None of the above.
- \_\_\_\_\_ E4. You should be adaptable in your job because:  
a. Companies have eliminated layers of management and you may have to do more than your own job.  
b. Another company will see how adaptable you are and offer you a new job.  
c. It is not important. Companies want specialists.  
d. All of the above.  
e. None of the above.
- \_\_\_\_\_ E5. It is important to know how to acquire and analyze information to make good decisions because:  
a. Companies have eliminated layers of management and you may be asked to contribute your knowledge.  
b. Few jobs today require unthinking drones.  
c. Both a and b.  
d. It is not important.  
e. None of the above.
- \_\_\_\_\_ E6. Cross-training means:  
a. You know how to operate a cross-cut saw.  
b. You have great endurance, like a cross country runner.  
c. You know everything about your job.  
d. All of the above.  
e. None of the above.

F. LABOR

**Directions:**

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ F1. A new employee should seek out a written job description because:
- a. To know what the job requires from you.
  - b. To see how the job fits in with others.
  - c. To help protect you in a dispute.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ F2. You should know your rights as an employee because:
- a. It will help protect you against unfair management practices.
  - b. You can demand a better job.
  - c. You can transition easier to management.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ F3. Labor organizations:
- a. Represent most service industries.
  - b. Collectively represent their members to management.
  - c. Were created by the federal government.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ F4. The primary difference between hourly and salary pay is:
- a. Hourly workers are paid more.
  - b. Salary workers are paid more.
  - c. Commission workers are paid more.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ F5. A self-employed person is responsible for:
- a. All taxes and debts of his/her company.
  - b. Working only a 40-hour week.
  - c. No responsibilities--clients are responsible.
  - d. All of the above.
  - e. None of the above.

- \_\_\_\_\_ F6. Workers are asked to participate in quality enhancement programs because:
- a. To improve quality--other methods will not yield significant results.
  - b. It is cheaper.
  - c. It makes workers work harder.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ F7. Workers are occasionally asked to work overtime:
- a. To justify the cost of running a factory.
  - b. To accommodate special increases in orders.
  - c. To produce more than competitors.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ F8. People in the American workplace should realize:
- a. That we are all Americans and are just the same.
  - b. We should conform to Old World customs.
  - c. America is a mixture of many cultures.
  - d. All of the above.
  - e. None of the above.



G. COMMUNITY

**Directions:**

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ G1. A person should contribute what to his/her community?
- a. His or her special skills.
  - b. Old books or magazines.
  - c. Old televisions and clothes.
  - d. All of the above.
- \_\_\_\_\_ G2. A company helps its community by:
- a. Increasing the tax base.
  - b. Providing jobs.
  - c. Attracting other businesses.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ G3. A community helps a company by:
- a. Providing water, electricity and other services.
  - b. Providing an educated workforce.
  - c. Providing access to transportation.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ G4. When you buy something outside of your community you:
- a. Help your community.
  - b. Help another community.
  - c. Help both communities.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ G5. A company's public perception is important because:
- a. It adds value to the company.
  - b. It will help the company sell more products.
  - c. It helps to position the company to a certain audience.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ G6. The law which requires access be granted to the physically challenged is:
- a. The Access Law of America (ALA).
  - b. The Humbolt Amendment.
  - c. The Americans With Disabilities Act (ADA).
  - d. All of the above.
  - e. None of the above.

## H. HEALTH, SAFETY AND ENVIRONMENT

### Directions:

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ H1. You should comply with federal agency workplace regulations because:
- a. You can claim federal rewards.
  - b. Penalties for not complying are stiff.
  - c. It is not important to comply with regulations.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H2. Workplace job threats:
- a. Are unique to every job.
  - b. Are all the same.
  - c. Are always taken care of by the employer.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H3. Material Safety Data Sheets:
- a. Describe what is inside a container.
  - b. Describe where the material was made.
  - c. Describe safety precautions for that material.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H4. Basic safety rules are designed to protect workers by:
- a. Having a plan when an accident or disaster occurs.
  - b. Determining who is at fault.
  - c. Sub-contracting with local safety experts.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H5. A preventive maintenance program helps you by:
- a. Lowering your medical insurance payments.
  - b. Makes the government assume a bigger role.
  - c. Helps keep equipment running smoothly.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H6. A person suffering from stress cannot:
- a. Perform as effectively as when he/she is not stressed.
  - b. Give advice to fellow workers.
  - c. Take advantage of new recreational opportunities.
  - d. All of the above.
  - e. None of the above.

- \_\_\_\_\_ H7. Ergonomics means:
- a. You work because you want to be paid.
  - b. The characteristics of design and arrangement of things (objects) that need to be considered in order for people and things to interact most effectively and safely.
  - c. Being ready to go to work.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H8. Weather affects most businesses:
- a. In the same way.
  - b. In different ways.
  - c. Weather doesn't affect business.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ H9. Management should provide a safe workplace because:
- a. They have a tremendous investment in each worker.
  - b. The government can levy heavy fines for violations.
  - c. An accident can create heavy legal fees.
  - d. All of the above.
  - e. None of the above.

## I. PERSONAL CONDUCT

### Directions:

Read each question below and each possible answer.

Write the letter of the best possible answer in the space provided.

- \_\_\_\_\_ 11. All work is important because:
- a. Every effort contributes to the common good.
  - b. Good work will earn you a raise.
  - c. Incorrect--some work is not important.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ 12. You should strive to produce quality work because:
- a. Consumers won't tolerate shoddy work.
  - b. Your job is in peril if you produce bad work.
  - c. Other companies are striving to improve their work.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ 13. You should be fit for duty (no alcohol or drugs) because:
- a. You can't produce as good of a job as you otherwise would.
  - b. You may get fired if you are caught.
  - c. You can endanger your company legally.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ 14. If you exhibit a good attitude and be honest you will:
- a. Make your friends mad.
  - b. Show that you can be trusted to be a leader.
  - c. Probably get fired--companies want work and nothing else.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ 15. Good grooming and appearance will help you:
- a. Move into management.
  - b. Hide your work mistakes.
  - c. Make a good first impression.
  - d. All of the above.
  - e. None of the above.
- \_\_\_\_\_ 16. If you don't handle your personal finances well you will probably:
- a. Have to take time away from work to handle the problems.
  - b. Have your boss find out and punish you.
  - c. Have no problems at all.
  - d. All of the above.
  - e. None of the above.

## Question Test Bank Answer Key

### A. PLANNING

A1. A  
A2. B  
A3. D

A4. B  
A5. D  
A6. D

### B. MANAGEMENT

B1. A  
B2. B  
B3. A  
B4. E  
B5. E  
B6. A  
B7. E  
B8. C  
B9. A

B10. D  
B11. A  
B12. D  
B13. E  
B14. A  
B15. B  
B16. A  
B17. C

### C. FINANCE

C1. E  
C2. D  
C3. E

C4. B  
C5. D  
C6. A

### D. PRODUCTION SKILLS

D1. A  
D2. D  
D3. B  
D4. B  
D5. D  
D6. D  
D7. E  
D8. B

D9. C  
D10. A  
D11. A  
D12. B  
D13. C  
D14. B  
D15. A  
D16. C

E. PRINCIPLES OF TECHNOLOGY

- |     |   |     |   |
|-----|---|-----|---|
| E1. | B | E4. | A |
| E2. | D | E5. | C |
| E3. | D | E6. | E |

F. LABOR

- |     |   |     |   |
|-----|---|-----|---|
| F1. | D | F5. | A |
| F2. | A | F6. | A |
| F3. | B | F7. | B |
| F4. | E | F8. | C |

G. COMMUNITY

- |     |   |     |   |
|-----|---|-----|---|
| G1. | A | G4. | B |
| G2. | D | G5. | D |
| G3. | D | G6. | C |

H. HEALTH, SAFETY, ENVIRONMENT

- |     |   |     |   |
|-----|---|-----|---|
| H1. | B | H6. | A |
| H2. | A | H7. | B |
| H3. | C | H8. | B |
| H4. | A | H9. | D |
| H5. | E |     |   |

I. PERSONAL CONDUCT

- |     |   |     |   |
|-----|---|-----|---|
| I1. | A | I4. | B |
| I2. | D | I5. | C |
| I3. | D | I6. | A |